

OUR PLAN TO THRIVE.



Activate
Andover
COMPREHENSIVE PLAN

2024-2033

ADOPTED
August 29, 2023

CITY OF ANDOVER, KANSAS

**RESOLUTION CONCERNING THE ADOPTION OF THE
ACTIVATE ANDOVER 2024-2033 COMPREHENSIVE PLAN**

WHEREAS, pursuant to authority granted by statutes of the State of Kansas, the Andover City Planning Commission was reestablished by the Governing Body of the City of Andover, Kansas by Ordinance No. 680 and given authority to adopt a comprehensive plan for all of the City plus certain surrounding area in Benton, Bruno and Pleasant townships in Butler County, Kansas; and

WHEREAS, pursuant to provisions of K.S.A. 12-747(a), the Planning Commission did give notice by publication on the City of Andover Municipal Website on June 24, 2023 of a public hearing on said Plan to be held on July 18, 2023 and written notification as required by K.S.A. 12-743(a) has been given to the Butler County Board of Commissioners and the Benton, Bruno and Pleasant township trustees; and

WHEREAS, the Planning Commission at said hearing did hear all comments and remarks relating to said Plan and did give consideration to all statements;

NOW, THEREFORE, BE IT RESOLVED by the Andover City Planning Commission, that the Activate Andover 2024-2033 Comprehensive Plan be hereby adopted as the official comprehensive plan for the City of Andover plus certain surrounding area in Benton, Bruno and Pleasant townships of Butler County, Kansas as described therein; and

BE IT FURTHER RESOLVED, that in compliance with K.S.A. 12-747(b), the action of the Planning Commission be provided to the Andover Governing Body in the form of a certified copy of said Plan, this Resolution and a written summary of the public hearing and, furthennore, to recommend that they approve the Plan by publication of an Ordinance as required by K.S.A. 12-747(b).

APPROVED by the Andover City Planning Commission on this 18th day of July, 2023.

Andover City Planning Commission

ATTEST:



Gary Israel, Secretary

ORDINANCE NO. 1880

AN ORDINANCE APPROVING THE ACTIVATE ANDOVER
COMPREHENSIVE PLAN 2024-2033

WHEREAS, pursuant to K.S.A. 12-747, *et seq.*, the Andover City Planning Commission (the "Commission") is authorized to make and amend a comprehensive plan for the Andover planning area; and

WHEREAS, pursuant to the provision of K.S.A. 12-747, the Commission did publish notice on June 24, 2023 and, thereafter, held a public hearing on July 18, 2023 to consider the adoption of the *Activate Andover Comprehensive Plan 2024-2033*; and

WHEREAS, pursuant to K.S.A. 12-743(a), at least 20 days written notice was given to the Butler County, Kansas Board of County Commissioners and the Benton, Bruno and Pleasant township trustees of the intent of the governing body of the City of Andover, Kansas (the "City") to consider adoption of the Plan; and

WHEREAS, on July 18, 2023, the Commission approved a Resolution adopting the Plan and a certified copy of the Plan has been submitted to the governing body of the City for consideration.

NOW, THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF THE CITY OF ANDOVER, KANSAS:

Section 1. **Plan Approval**. The *Activate Andover Comprehensive Plan 2024-2033* (the "Plan") dated July 18, 2023, as adopted by the Andover City Planning Commission, which is certified and on file in the office of the City Clerk, is hereby approved as the official comprehensive plan for the City of Andover, Kansas (the "City").

Section 2. **Distribution**. An attested copy of the Plan shall be sent to all other taxing subdivisions in the planning area requesting a copy as required by K.S.A. 12-747(c).

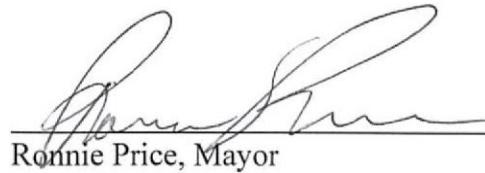
Section 3. **Annual Review**. At least once a year, the Commission shall review or reconsider the Plan or any part thereof and may propose amendments, extensions or additions which shall be adopted in the same manner as the original comprehensive plan, as required by K.S.A. 12-747(d).

Section 4. **Effective Date**. This Ordinance shall take effect and be in full force from and after its adoption by the governing body of the City, approval by the Mayor and either (a) publication once in the official newspaper of the City, or (b) publication of a summary hereof certified as legally accurate and sufficient by the City Attorney.

PASSED AND APPROVED by the Governing Body of the City of Andover, Kansas this 29th day of August, 2023.



CITY OF ANDOVER, KANSAS



Ronnie Price, Mayor

ATTEST:



Lance Onstott, Deputy City Clerk

Acknowledgments

Thank you to all participants in the planning process. Your time, technical expertise, and guidance was critical to the development of the Activate Andover Comprehensive Plan (Plan). Your investment in this Plan is valued.

City Leadership

Mayor and City Council

Ronnie Price, Mayor

Mike Warrington

Troy Tabor

Dr. Joseph Forred

Michael "Homer" Henry

Tim Berry

Shelby Carselowey

Planning Commission

Erik Pedersen, Chairperson

Vance Garwood

Gary Israel

Kirsten Barnes

Marla Canfield

David Foley

Technical Committee

Jennifer McCausland, City Administrator

Lance Onstott, Assistant City Administrator

Les Mangus, Director of Community Development

Justin Constantino, Assistant Director of Community Development

Richard Lanzrath, Director of Public Works and Utilities

Chad Russell, Fire Chief

Buck Buchanan, Police Chief

Josh Golka, City Engineer

Daniel Schapaugh, Parks and Recreation Manager

Megan Schapaugh, Public Information Officer

Chip Jerauld, Building Official

Comprehensive Plan Stakeholder Group

Steven Bishop

Kim Austin

Shari Rickard

Shawn Springer

Margit Gibbons

Tania Cole

Brett White

Robert Patton

William Johnson

Nick Martineau

Bruce Brittain

Christopher Roberts

Homer Henry

George Laham

Kimberly Krull

Lance Biel

Becky Tuttle

Brent Riedy

Michael Lies

Brian Peltier

Christopher Myers

Jerry Jones

Troy Tabor

Shane Loy

Chad Parasa

Jose Ocadiz

Linda Jolly

Lesianne Craft

Vance Garwood

Kevin Graham

Jennifer McCausland

Courtney Johnson

Sherry Tiemstra

Marla Canfield

Matt Schulte

Scott Rackley

Allison Grace

Daniel Schapaugh

Gary Israel

Lori Cullum

Justin Constantino

Lee Butler

Steve Shook

Dennis Bush

Robert (Bob) Kaplan

Brad Tuggle

Consultant Team

olsson studio

olsson.com/olsson-studio

VENICE
COMMUNICATIONS, INC.

www.vencomm.com

ETC
INSTITUTE

www.etcinstitute.com

Canyon Research Southwest, Inc.
Knowledge Based Real Estate Consulting Services



“*In
city
planning,
there is no
limit to be
fixed.*

WILLIS POLK

Contents

Section 1 starts on page 1

Introduction to this Document

Section 2 starts on page 13

Activate Andover: **Vision, Values, Goals, and Strategies**

Section 3 starts on page 41

Activated Places: **Land Use and Growth Framework**

Section 4 starts on page 73

Activated Connections: **Mobility and Connectivity Framework**

Section 5 starts on page 79

Activated Character: **Aesthetics and Streetscape Framework**

Section 6 starts on page 87

Action Plan: **Implementation Framework**

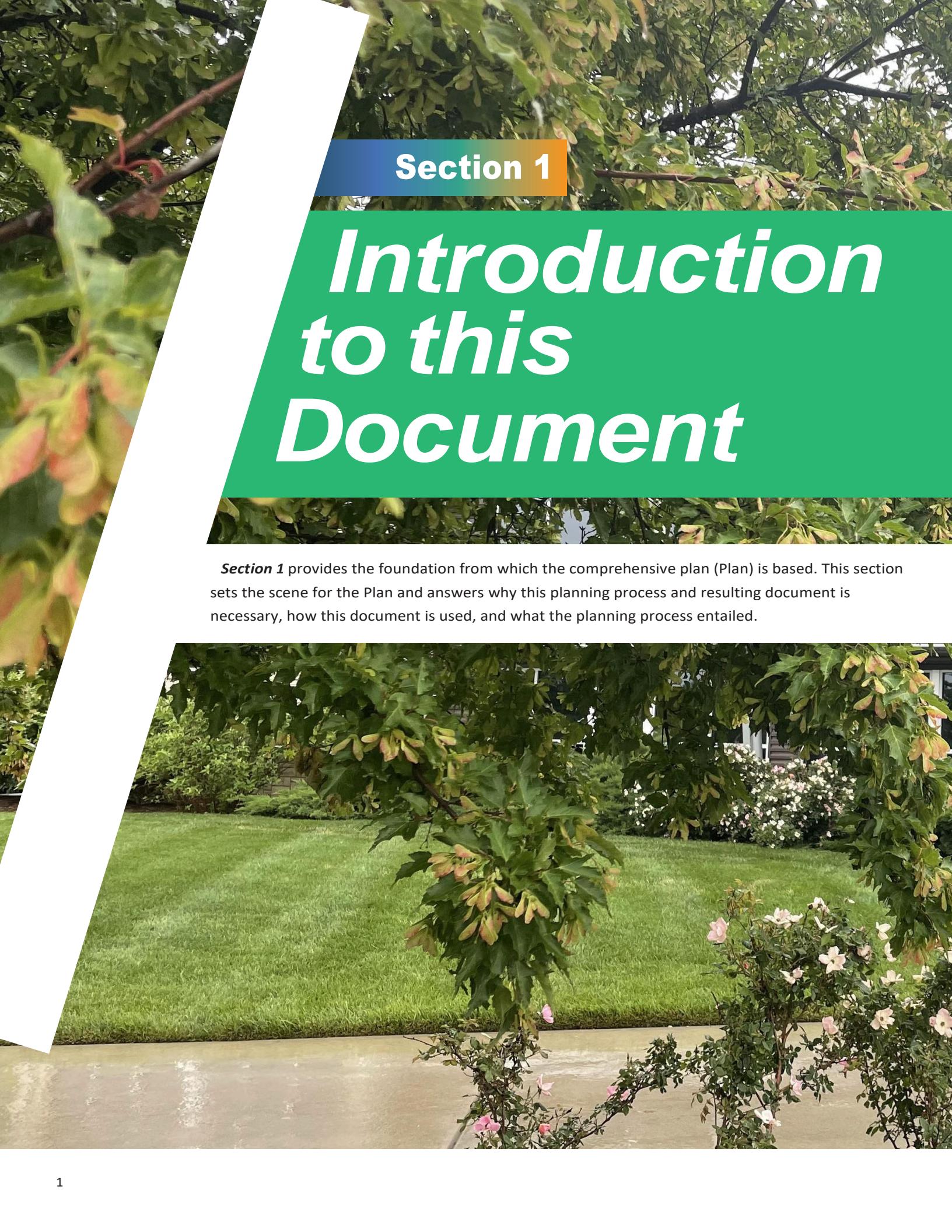
[Appendix A // Existing Conditions](#)

[Appendix B // Public Engagement Summary](#)

[Appendix C // Public Survey Report](#)

[Appendix D // Summary of Relevant Plans and Studies](#)

[Appendix E // Economic and Market Analysis](#)



Section 1

Introduction to this Document



Section 1 provides the foundation from which the comprehensive plan (Plan) is based. This section sets the scene for the Plan and answers why this planning process and resulting document is necessary, how this document is used, and what the planning process entailed.





“
There’s never been a better time to live in and experience Andover, a resilient city that continues to grow and thrive. What an honor to be a part of our city’s next chapter by providing input for the 2024-2033 Comprehensive Plan!

- Andover resident

Plan Overview

This Plan serves as a guide for the identification and implementation of Andover's unified vision and its future. It builds upon the community's values and points Andover in the direction of its shared goals using a variety of tactics. The Plan addresses critical topics that will shape the way Andover continues to develop, including:

- Future land use recommendations based on input from stakeholders, the public, Planning Commission, City Council, and city staff members and the findings from the Economic and Market Analysis (see [Appendix E](#)).
- Future housing options and opportunities to balance and diversify the existing housing stock.
- Economic development strategies that encourage a vibrant, healthy mixture of revenue generation sources.
- Transportation and mobility opportunities that enhance connectivity and mobility for residents and visitors.
- Outdoor recreation and enhanced entertainment options designed to enhance residents' quality of life and work within existing environmental conditions.
- Climate hazard mitigation and adaptation strategies that build on experience and incorporate outside expertise from similar communities.
- Sustainability and resiliency opportunities woven throughout all recommendations to balance community desires, financial feasibility, and environmental needs.
- Strategies for improving the health and vibrancy of the community at large, from individual physical and mental health to social support systems, resources, and gathering opportunities.

The planning process culminated in an integrated document (this Plan!) that reflects the needs and desires of the community and guides future decision making related to the strategic and sustainable growth of Andover. The Plan provides a framework for the development of future public policy pertaining to development, redevelopment, transportation and connectivity, and the provision of community services and amenities.

The Planning Area

Andover is a suburb of Wichita, Kansas. The city is in south-central Kansas along the western boundary of Butler County and is a part of the Wichita Metropolitan Statistical Area (MSA). Butler County is the largest county in Kansas by total area. The county line serves as the western boundary of Andover city limits and the eastern boundary of Wichita city limits in Sedgwick County.

The current city limits of Andover occupy 10.6 square miles. The city is bisected diagonally by the Kansas Turnpike on Interstate 35 (I-35) and laterally by U.S. Route 54/400 (US 54/400). City limits create a long and narrow land area along approximately seven miles of Andover Road, which serves as the central longitudinal corridor through the city. The widest latitudinal distance between city limits is just under 2.5 miles along 13th Street.

The City of Andover's Planning Area (Planning Area/ETJ) is larger than the City of Andover's incorporated area (see *Figure 1.1*). This is also the city's area of extraterritorial jurisdiction (ETJ). It is approximately four miles wide and eight miles long, encompassing 32 square miles. Its boundaries are 159th Street to the west, one-half mile south of 130th Street to the south, and Indianola and Tumbleweed Roads to the east. The northern border is 60th Street until Meadowlark Road and then follows Dry Creek to 159th Street. Much of the land located within the Planning Area/ETJ, but outside the city limits, is classified as agricultural or vacant, with pockets of residential development and a small light industrial/commercial area at US 54/400 and Meadowlark Road.

While the focus of the Plan is concentrated on activities within the City of Andover's incorporated area, it is also concerned with the development of the Planning Area/ETJ.

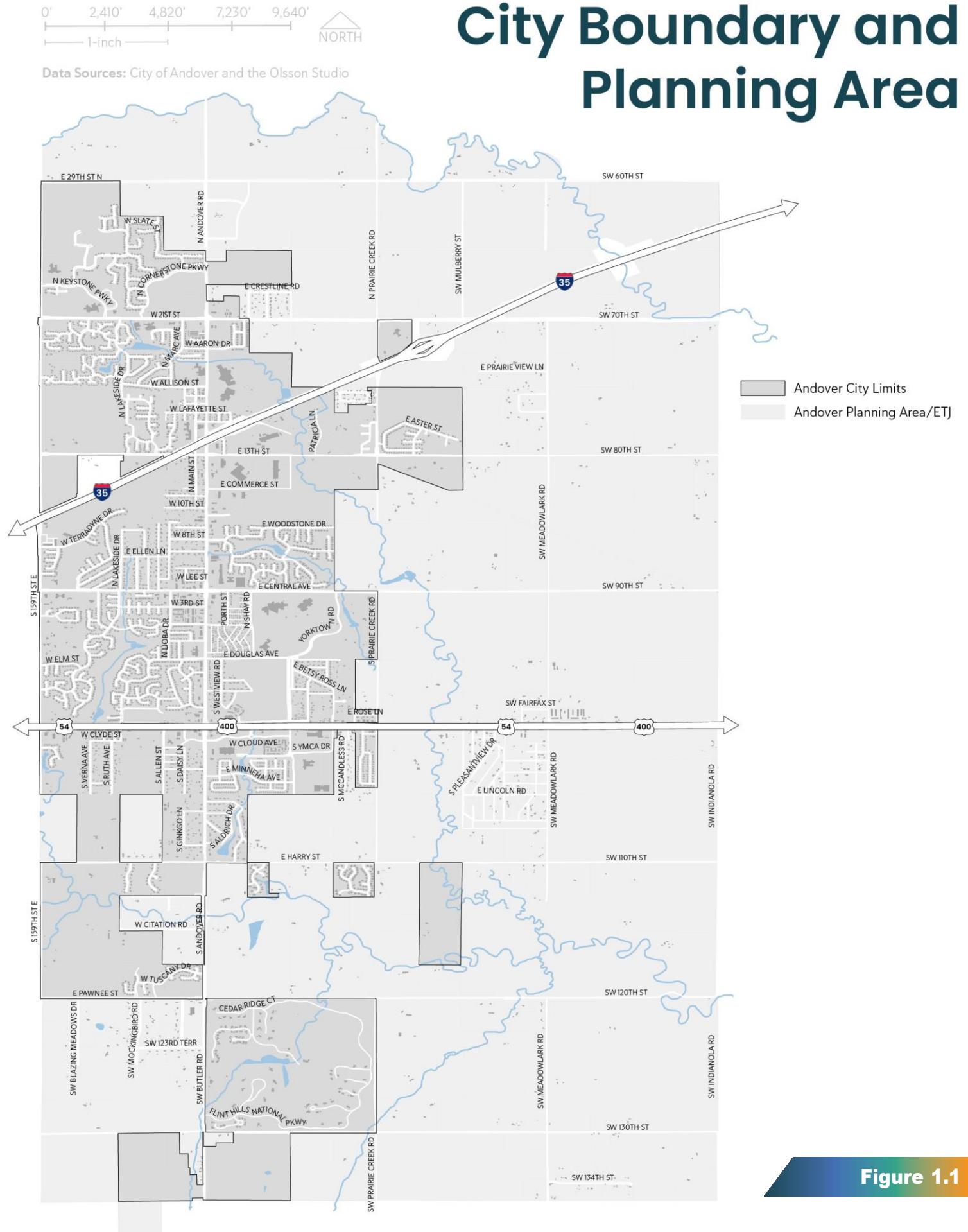
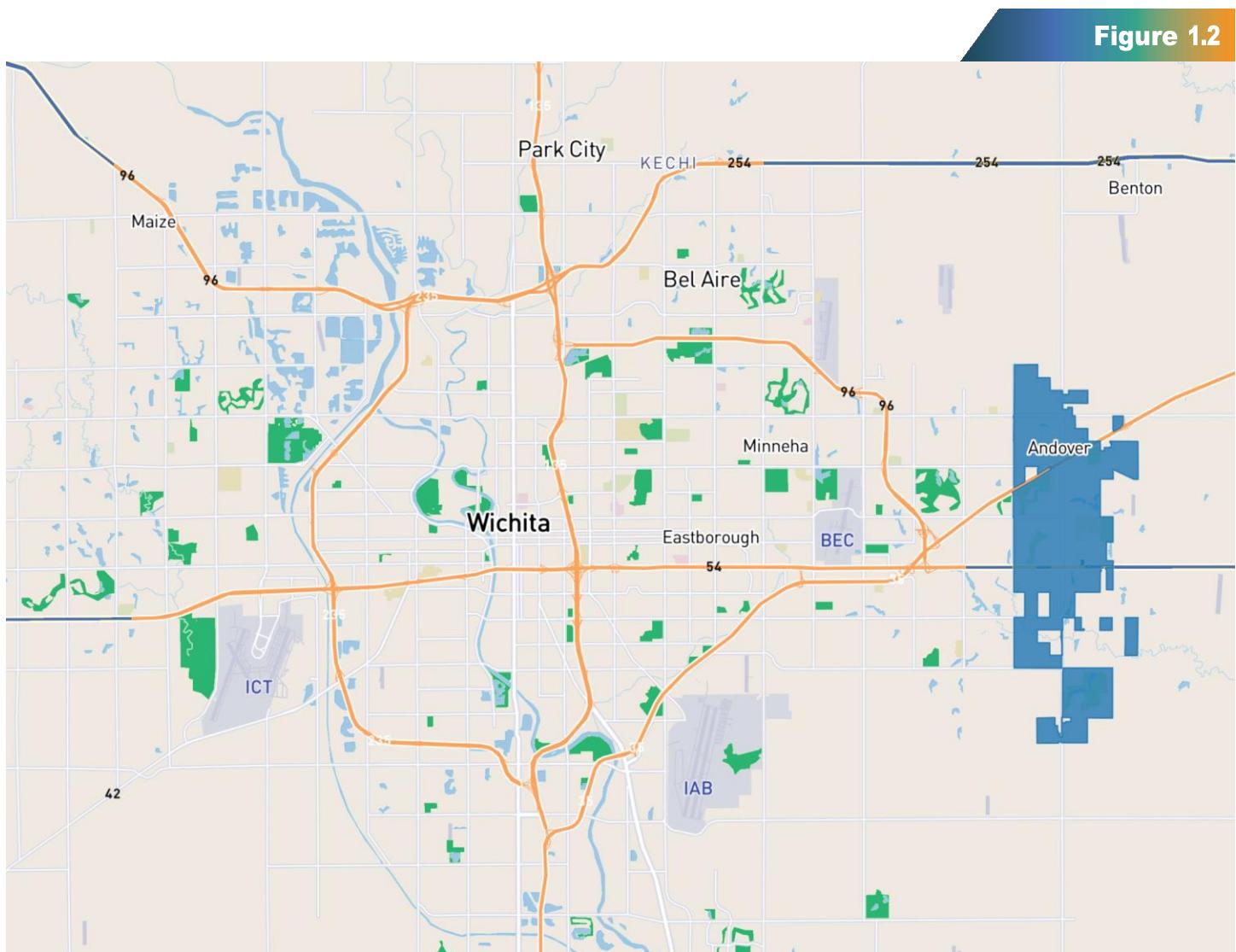


Figure 1.1

Regional Context

Andover is supported by the jobs and amenities of Wichita. Forty eight percent of Andover's employed residents work in Wichita, and 40 percent of the jobs in Andover are held by Wichita residents. Nicknamed the "Air Capital of the World," Wichita is home to multiple industry leaders in aviation and aerospace technology, including Airbus, Bombardier-Learjet, Textron/Cessna/Beechcraft, and Spirit AeroSystems. Wichita Dwight D. Eisenhower Airport (ICT) is approximately 19 miles west of Andover and is served by seven airlines. McConnell Air Force Base in southeastern Wichita is approximately 12 miles away. Wichita State University is located less than 10 miles away in northeast Wichita. The university is home to the seventh-oldest aerospace engineering program in the country and currently has the highest industry-funded research and development expenditures in the United States for aerospace. The 120-acre Innovation Campus boasts exceptional research and real-world application opportunities for students in the field.

Figure 1.2 illustrates Andover's location within the Wichita MSA. Andover is also within 200 miles of several other metropolitan areas, including Kansas City (187 miles), Topeka (127 miles), Oklahoma City (170 miles), Tulsa (185 miles), and Joplin (174 miles).



City History

Andover was established in 1880 after 40 acres were deeded for the purpose of building a town. The community, originally referred to as “Cloud City,” legally became Andover later that same year. Covering less than one square mile, Andover was incorporated as a city with a population of 166 on February 4, 1957. The city has experienced rapid growth since its incorporation, growing from 186 people in 1960 to 11,791 people in 2010 to 14,892 people in 2020. On April 26, 1991, the city experienced a historic F5 tornado, sweeping away entire neighborhoods and leaving thousands homeless. The unfortunate incident reshaped Andover, with streets, sewers, and water lines updated to allow for and encourage new development throughout the city.

The City of Andover has a long history of emphasizing planning for the future. The first comprehensive plan was prepared in 1971 following the annexation of nearly 1,500 persons in 1969, bringing the city’s total population to 1,925. The city adopted its first parks master plan in 1998, its second parks master plan in 2003, its parks system and open space master plan in 2014, and recently completed the Andover Parks and Recreation Playbook 2030, which was approved in 2021. The plan includes system inventory, program analysis, and a strategic action plan to promote community parks and improve the health and wellness of residents. In 2011, the city initiated a two-and-a-half-mile corridor study along US 54/400 from 159th Street (Sedgwick/Butler County line) to a half mile east of Prairie Creek Road. The US 54/400 Corridor Study, which was incorporated into the 2014-2023 Comprehensive Plan, includes an urban design analysis to provide direction for the integration of land use, transportation, and the establishment of corridor character principles. In the six iterations of the comprehensive plan prepared since 1971, the population has grown to approximately 15,000 and the city currently covers over 10 square miles.





The City of Andover operates under the form of government known as the Mayor-Council model. Policy making and legislative authority are vested in a Governing Body consisting of the Mayor, who is a non-voting member, and six City Council members. The six City Council members are elected at-large, serving four-year staggered terms, with three City Council members elected bi-annually. The City Council members are responsible for adopting ordinances and resolutions, adopting the annual budget, and confirming the appointments of certain officials, boards, and committees. The Mayor is also elected at-large and is responsible for presiding over City Council meetings, setting the City Council agendas, appointing City officials, and publicly representing the city in various capacities. The City Administrator is responsible to the Mayor and City Council for the administration of all city affairs. The City Administrator provides professional management of city operations and works to ensure that policies adopted by the Governing Body are implemented.

The city owns and manages outdoor recreational opportunities for Andover residents and the broader populations of both Butler County and Sedgwick County. Park space and facilities have always been and continue to be a high priority for the residents of Andover. In all, the city manages approximately 180 acres of parks within the city limits, not including the city-owned 52-acre municipal golf course. The city also manages and maintains several miles of bike and pedestrian trails throughout the city, including almost six miles of the rails-to-trails Redbud Trail.

The City of Andover is served by Andover USD 385, which operates two high schools, two middle schools, and six elementary schools. The city is also home to the largest branch of Butler Community College. Andover schools are consistently ranked amongst the best in the State of Kansas for academic and extracurricular achievements and remain a significant reason why so many make Andover home.

On April 29, 2022, the city experienced a second tornado, causing significant damage to several residential neighborhoods, the YMCA, an elementary school, and Central Park. With the city's resiliency on display, neighbors, businesses, and surrounding communities came together to assist the city with clean-up efforts. The City of Andover is one of the fastest growing communities in the State of Kansas. Per 2020 U.S. Census data, the city saw a 26 percent population increase from 2010, making it the fastest growing city in Kansas with a population over 10,000 residents.

What is a Comprehensive Plan?

A comprehensive plan – sometimes referred to as a general plan, master plan, or land use plan – is a vision for the future on a community scale. Comprehensive plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive plan examines what a community is, where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 10 years and is revisited often to ensure its relevance. Effective plans are grounded and provide measurable, achievable action items for reaching shared goals. Communities can also use comprehensive plans as a factual and objective basis to justify future decision-making.

The Why

Andover's previous comprehensive plan was adopted in 2014. The plan was written to cover a 10-year timeline and is organized around the following themes: City Shaping; Accessibility; Housing Diversity; Commercial Image; Quality of Life; and Sustainable Resources. Within each theme is a discussion of related issues, community goals, and strategies and recommendations to achieve each goal. Since then, Andover has used the plan to guide short- and long-term decision making to align with the identified community goals.

As the previous comprehensive plan's timeline approaches its end, it is necessary for Andover to revisit the goals, reflect on what has been achieved over the past decade, and identify shifts in prioritization going forward. Changing technology, thought patterns, and development best practices make it increasingly important for communities to conduct frequent long-term planning practices and look toward the future.

The intent of the Plan is to create a community-wide vision that resonates with the public at-large. This planning process answered the following questions:

WHERE IS ANDOVER TODAY?

This question defines what is loved about Andover, what needs improvement, and the current realities of the city.

WHO DOES ANDOVER WANT TO BE?

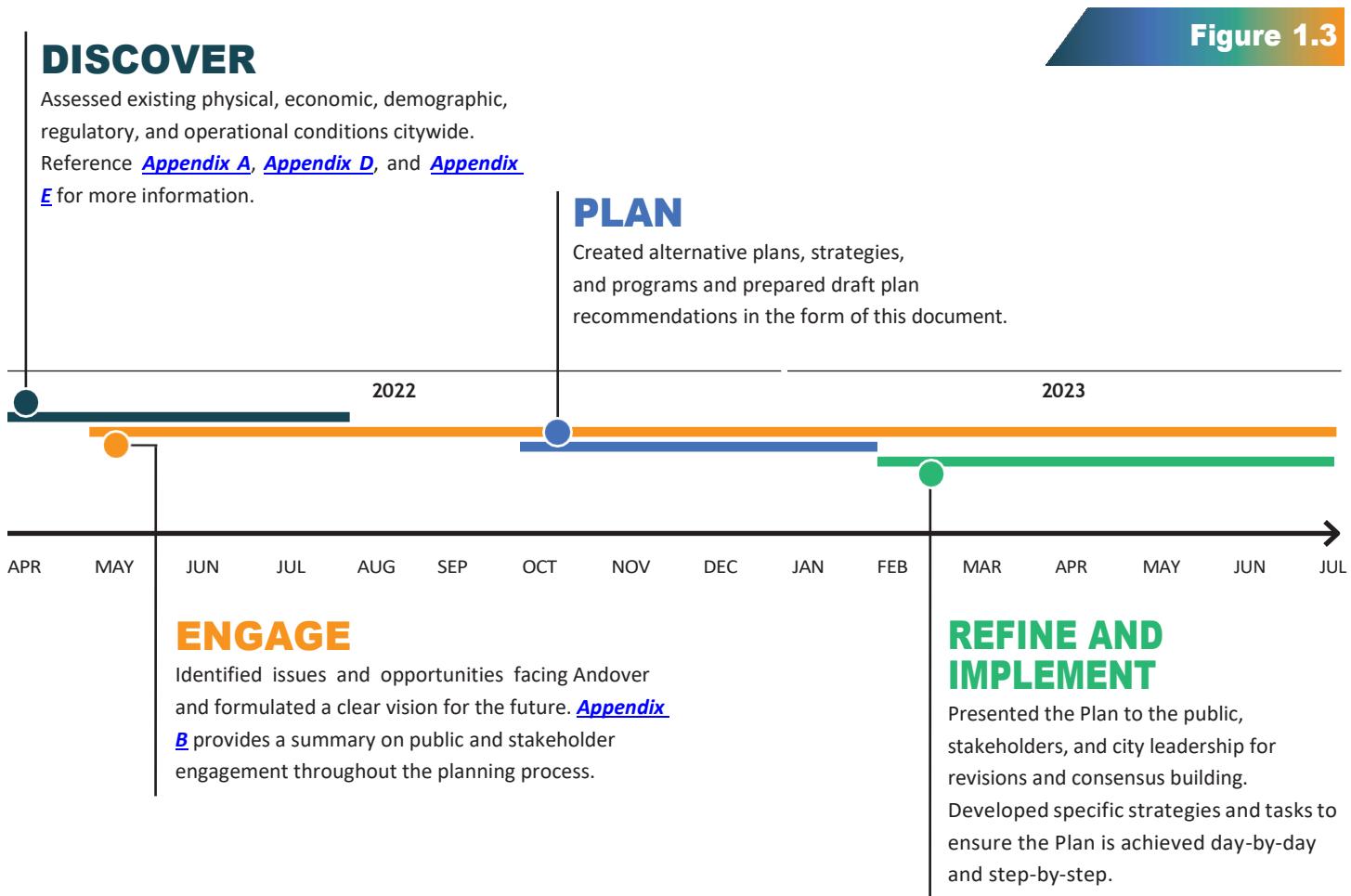
The only sustainable path forward is one that has community buy-in. By asking the question of who Andover wants to be, recommendations for the future were created.

HOW DO WE ACTIVATE ANDOVER?

This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and city staff members on track to make Andover what the community needs and wants.

Planning Process and Timeline

The Plan development process took approximately one year and consisted of five primary phases: *Discover*, *Engage*, *Plan*, *Refine*, and *Implement*. From *Discover*, where a baseline of Andover was developed; to *Engage* where the community shared its voice; to *Plan* and *Refine* when the actual road map for the future of each of the Plan's topics were recorded; to *Implement* when the Plan is put to work for the community. **Figure 1.3** demonstrates the planning process timeline.



Plan Organization

This Plan is organized into six sections and four appendices. [Section 1](#) explains how the Plan came to be, why it is necessary, and how it should be integrated into daily decisions. [Section 2](#) describes the vision and values that set the tone and theme for the goals, strategies, and implementation actions. This section also outlines the goals and strategies that accompany each value.

[Sections 3](#) through [5](#) provide additional detail for the Plan's recommendations as they relate to future land use; growth and development patterns; transportation and connectivity; parks, recreation, and open space; aesthetics; community vitality; environmental sustainability; and social health patterns on an individual and community-wide scale. These sections include illustrations (graphics and imagery) that help visualize the goals and strategies.

[Section 6](#) outlines the city's action plan when it comes to carrying out community goals. Action by action, it describes the task at hand, who is responsible for participating in its successful completion, what timeline the task should be completed within, and what values it supports.

Lastly, the appendices cover detailed background information that was considered comprehensively to form the Plan. The five appendices include an inventory and analysis of existing conditions ([Appendix A](#)), a full recap of public engagement events and findings ([Appendix B](#)), the complete public survey report of findings and data ([Appendix C](#)), summaries of existing plans and studies and descriptions of how each relates to this Plan ([Appendix D](#)), and the complete Economic and Market Analysis report that was used to understand existing economic and market factors at play in and around Andover ([Appendix E](#)).

OVERVIEW, STAGE SETTING, AND STRATEGIES

SECTION 1 – INTRODUCTION TO THIS DOCUMENT

SECTION 2 – ACTIVATE ANDOVER: VISION, VALUES, GOALS, AND STRATEGIES

ILLUSTRATIVE RECOMMENDATIONS

SECTION 3 – ACTIVATED PLACES: LAND USE AND GROWTH FRAMEWORK

SECTION 4 – ACTIVATED CONNECTIONS: MOBILITY AND CONNECTIVITY FRAMEWORK

SECTION 5 – ACTIVATED CHARACTER: AESTHETICS AND STREETSCAPE FRAMEWORK

IMPLEMENTATION

SECTION 6 – ACTION PLAN: IMPLEMENTATION FRAMEWORK

How to Use this Plan

This Plan is intended to be a living document and reference point for the city. As city staff members, elected leaders, and community members make decisions for Andover, this Plan serves as the lens through which they consider the appropriateness of proposed changes. This Plan serves as the road map toward Andover's determined vision for the future through the development decisions, zoning changes, and community modifications that face the city. Part of the review process for such changes includes ensuring alignment with the comprehensive plan, which works to safeguard the city's established long-term goals through short-term decisions.

While it was compiled as a reflection of current conditions using the public and stakeholders' interests in the community at the time, the Plan establishes a broad foundation to guide growth and reinvestment in Andover for years to come. This Plan is used to:

- Establish a strategic vision for the future of Andover.
- Provide guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide city staff members' day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others about Andover's development expectations.
- Maintain an implementation strategy ([Section 6](#)) that helps achieve the community's vision for Andover.

This Plan uses a variety of terms in its structure, including vision, value, goal, strategy, and framework plan. Reference [Figure 1.4](#) to understand what these terms mean and how they work together. This Plan should be reviewed and revised periodically to respond to shifts in economic or demographic conditions, changes in state and federal law, the impacts of existing policies and past decisions, and new implementation tools or resources that would benefit outcomes. **At least once a year, the Planning Commission shall review or reconsider this Plan or portions of this Plan and may propose amendments, per Kansas Statutes Annotated § 12-747(d).**







“As a year resident in Andover, and small business owner, I am excited for Andover’s future. Things seem to be getting better and better each year.

- Andover resident

Activating Andover

An essential part of a comprehensive planning process is defining the community's vision for its future. In a quickly growing community like Andover, there is increasing diversity of opinion, thought, and vision. Much effort to engage and involve the community was undertaken so that their voices could be heard, listened to, and subsequently reflected in this Plan. Diversity of thought and opinion means that not every person's opinion or idea may be represented, even in a document as robust as this one. What is important in the development of this Plan and its recommendations is that there were multiple avenues for community input and the development of consensus. This consensus building means agreeing on what is possible or what is the best way forward considering not a singular viewpoint, but many. This is where the vision and values are born: ***from the voices of Andover.***

In addition to this Plan's public and stakeholder engagement efforts, the city completed a separate strategic planning process prior to beginning this Plan in 2021. Although both the 2021 Strategic Plan and this Plan aim to provide guidance for future policy priorities and decision-making, the frame of reference is different between this Plan and the 2021 Strategic Plan. The 2021 Strategic Plan was reviewed to ensure conformance with the vision, values, goals, and strategies developed as part of this Plan. Further, opportunities to enhance the city's pursuit of objectives developed as part of the 2021 Strategic Plan are incorporated into this Plan where applicable. This Plan builds upon, refines, and further details the work begun with the 2021 Strategic Plan, which can be viewed in its entirety at www.andoverks.com. The following is a brief overview of the 2021 Strategic Plan's findings.

2021 Strategic Plan Mission Statement: *The City of Andover will deliver excellent and dependable public services while building trusting relationships through collaboration, engagement, and innovation.*

2021 Strategic Plan Vision Statement: *The City of Andover will be an authentic, vibrant community providing economic opportunities and thriving destinations to live, work, learn, and play.*

2021 Strategic Plan Values: *Growth, Engagement, Sustainability, Future-Focused, Potential, and Quality of Life*

Reasons to Celebrate!

As part of the engagement process for this Plan, a statistically significant public survey was conducted (see [Appendix C](#)). The findings from the survey were incorporated into the development of this Plan. It is important to celebrate the past and current successes of Andover, especially to set the stage for continued community enhancement over the next 10 years. High points from the findings are listed as follows:

- Satisfaction ratings for the City of Andover rated significantly higher than the Plains regional average in 29 of the 30 areas that were assessed. The Plains Region includes the states of North and South Dakota, Minnesota, Iowa, Nebraska, Wisconsin, Illinois, Kansas, Missouri, and Oklahoma.
- Satisfaction ratings for the City of Andover rated significantly higher than the national average (difference of 5% or more) in 29 of the 30 areas that were assessed.
- Most residents surveyed (91%), who had an opinion, were "very satisfied" or "satisfied" with the overall quality of life in the City of Andover.

The Activate Andover Comprehensive Plan Vision

The Activate Andover Comprehensive Plan vision depicts the 10-year direction Andover wants to head and paints a picture of the community's ideal future. The vision is designed to inspire commitment from all members of the community while providing a framework for future community planning.

**Andover aspires
to be a complete
community that
welcomes all
people, supports a
diverse economy,
encourages fun
and vibrancy,
and integrates
the natural
environment.**

Values

Building on the vision, the values serve as broad philosophies that capture Andover's ideals—as a community—and guide the community throughout this Plan's lifetime, irrespective of changes in its goals, strategies, or recommendations.

The vision is supported by six values, detailed in **Figure 2.1**. These values inform all aspects of the Plan and provide an organizing framework for this section. Each value is supported by a discussion of where Andover is today—both what is working well and where there are opportunities for improvement—and a discussion of where the community has indicated they would like Andover to be in the future. Integral to each value is the notion that the City of Andover exists to serve its community members. The values are not listed in order of importance. Progress is needed in each area to support the community's vision.

Figure 2.1

Activate Andover Comprehensive Plan Values

Robust Neighborhoods + Attainable Housing (RN+AH)

Growing Economy + Widespread Opportunity (GE+WO)

Connected Networks + Efficient Transportation (CN+ET)

Effective Government + Public Participation (EG+PP)

Vibrant Lifestyles + Distinctive Identity (VL+DI)

Sustainable Design + Environmental Stewardship (SD+ES)



Goals and Strategies

The goals and strategies that follow each value articulate steps the city will take—either alone, or in partnership with others—to support the advancement of the values through day-to-day decision-making. The strategies are comprehensive in nature, considering current planning initiatives and adopted plans. In particular, the strategies are informed by the *City of Andover 2021 Strategic Plan*, *Andover Comprehensive Plan 2014-2023*, *Andover Parks and Recreation Playbook 2030*, and *City of Andover US 54/400 Corridor Study*, all of which were developed based on significant community input.

The goals and strategies in this section should be used as a reference as questions arise or general guidance is needed about the city's position on a particular topic.

What is a goal? What is a strategy?

Comprehensive plan goals and strategies articulate a preferred direction for the community in response to specific issues, problems, opportunities, or initiatives.

They are written on behalf of the public—both what would benefit the community, as well as what the public has indicated is important to them. At the comprehensive plan level, goals and strategies may cover a range of topics that influence the built and natural environment, as well as those that influence the quality of life of residents—land use, housing, transportation and street design, parks and recreation, economy, conservation, and more.

The inspiration for goals and strategies often comes from the public. Goal and strategy development is therefore an ongoing process without a clear beginning or end since decisions about who will benefit and who will bear any burden resulting from the strategy are continually reassessed, revisited, and revised.

Goals are statements of what a community wants to achieve over the next 10 years. Strategies are general approaches to achieving the goals. Goals are inherently “higher-level” than strategies.



VALUE 1 // GE+WO

Growing Economy + Widespread Opportunity

To continue to strengthen, diversify, and grow Andover's economy, a balance must be struck between residential and non-residential development. Andover must actively pursue opportunities to revitalize underutilized commercial corridors and centers, establish new employment areas, attract new businesses to the community, and encourage both large and small private investment. The shifting dynamics of retail and increased competition throughout the region will require a continued focus on these initiatives.

As Andover continues to grow, opportunities to expand unique retail, dining, and entertainment options should be encouraged, as should the integration of future housing needed to support new businesses.

Maintaining sufficient inventory of land and space available for office and industrial uses will also be essential to provide opportunities for new businesses and allow existing businesses to sustain or expand their operations while supporting a strong tax base. Non-residential and mixed-use development should be sited and scaled to complement Andover's character, quality of life, and hometown feel.

Andover's educational system is a source of great pride. The community should expand on its strong educational system and focus on life-long learning opportunities, strengthening educational planning for all ages and stages of life with learning opportunities that enhance the personal, social, and professional goals of all residents. Andover recognizes that access to learning greatly enhances the quality of life for all residents and is a legitimate and appropriate concern of city government.

Goal GE+WO-1

Establish a diverse and resilient economy that withstands economic stress.

Strategy GE+WO-1.1: Attract and retain business.

Attract and retain business clusters that will create a sustainable business culture by:

- Proactively selecting building sites for future business and make them shovel-ready;
- Proactively fund public places/improvements adjacent to potential building sites that will serve as anchors to create private development response;
- Continuing to work with the Andover Chamber of Commerce to strengthen and expand the business retention strategies;
- Further develop, standardize, and market economic, technical, and administrative incentives to foster a business-friendly environment that encourages the expansion of existing and establishing of new businesses;
- Leveraging local resources and public/private partnerships to foster economic environments where business can thrive; and
- Continuously assess policies, procedures, and processes that impact private development decision making (i.e., site plan review standards, zoning regulations, subdivision regulations, and financial policies).

Strategy GE+WO-1.2: Increase tax base productivity.

Encourage a growing tax base that supports the local economy, provides diverse and attractive options, and reduces the need for retail sales to leak into neighboring communities.

Strategy GE+WO-1.3: Address building space, site and infrastructure needs, and other considerations for target industries.

Establish commercial, business, and office centers in appropriate areas that follow the Place Type Framework Plan (see *Figure 3.1*). Use the Economic and Market Analysis (see [Appendix E](#)) to guide development decisions and create incentives for target businesses and industries. Proactively invest in infrastructure and amenity projects that will enhance the appeal of high priority employment areas in coordination with private and public partners.

Strategy GE+WO-1.4: Permit home businesses.

Continue to provide flexibility in city codes that allows residents to operate limited business operations from their home while maintaining residential character.

Goal GE+WO-2

Promote Andover as a unique, identifiable community within the region and incentivize continued development of distinct attractions.

Strategy GE+WO-2.1: Enhance marketing efforts to promote business attraction.

Promote Andover as an attractive market for business location using cohesive branding and identity throughout the city.

Strategy GE+WO-2.2: Promote local products and services.

Develop strategies to attract businesses that provide goods and services to residents. Create opportunities for local businesses to showcase their products and services during community events and to gain exposure to visitors to Andover.

Strategy GE+WO-2.3: Capitalize on niche industries.

Capitalize on the revenue produced from Andover's unique offerings, such as outdoor recreation amenities, and expand the variety of potential attractions.

Strategy GE+WO-2.4: Incentivize distinct attractions.

Encourage the development or creation of unique destinations, dining, shopping, attractions, events, entertainment, and places that appeal to the locals and attract visitors from throughout the region.

Goal GE+WO-3

Encourage the growth of local businesses.

Strategy GE+WO-3.1: Increase access to funding.

Work with regional economic partners and the private sector to identify ways to increase funds available to support the growth of local businesses and the creation and growth of new businesses by exploring state or federal tax credit programs and other financing options that can be leveraged to help small businesses succeed.

Strategy GE+WO-3.2: Support existing businesses.

Support and encourage the expansion of existing businesses when not in conflict with the city's efforts to diversify its economy through other policies. Promote resources available to small businesses and businesses that are either expanding or relocating within Andover.

Strategy GE+WO-3.3: Foster a culture and policy of entrepreneurial support.

Create an environment where local business can thrive and experience support from the city through the quality and quantity of communication from the city; removal of any unnecessary barriers in the development process; and clarity in permitting and development processes.

Goal GE+WO-4

Create affordable, mixed-use jobs centers.

Strategy GE+WO-4.1: Identify target areas for live/work development.

Use the Place Type Framework Plan (see *Figure 3.1*) and the Economic and Market Analysis (see [Appendix E](#)) to identify ideal areas for mixed-use and/or live/work development. Include convenient amenities (e.g., childcare, grocery stores, restaurants, etc.) near employment centers.

Strategy GE+WO-4.2: Provide attainable employee housing.

Ensure that employees have attainable housing options by creating a jobs-housing balance that compares housing costs to the salary of nearby jobs. Develop a variety of housing types to accommodate the unique needs of the community and the workforce.

Strategy GE+WO-4.3: Promote co-working spaces.

Develop co-working spaces to support small businesses, start-ups, and remote workers.

Goal GE+WO-5

Invest in education and advancement opportunities that meet the needs of each resident.

Strategy GE+WO-5.1: Continue participation in the traffic safety programs.

The Kansas Traffic Safety Resource Office (KTSRO) program provides traffic safety educational resources and incentives in and around schools in Andover. The city also participates in the Kansas Department of Transportation traffic safety award program through the city's Special Traffic Enforcement Program (STEP). STEP focuses on seat belt use, DUI enforcement, accident prevention, and selective traffic enforcement.

Strategy GE+WO-5.2: Support and promote alternative educational opportunities.

Prioritize the removal of barriers to continued education and identify tools and funding sources that promote educational opportunity. Continue to promote both programs/institutions by finding opportunities to connect potential students with appropriate programs. As the city, increase learning partnerships with USD385 to provide opportunities for students to learn about municipal work as a career field.



VALUE 2 // RN+AH

Robust Neighborhoods + Attainable Housing

Andover's neighborhoods are a key component of the community's hometown feel. Long-time residents and newer residents alike value Andover's family-friendly atmosphere and parks and recreational opportunities, as well as the ability to find a home that meets their unique needs. Residents often feel a strong sense of belonging to their specific neighborhoods and local communities. It is important that Andover's neighborhoods continue to be socially robust and provide amenities to ensure access to facilities and activities.

As Andover continues to grow, it will be important to reinvest in existing neighborhoods while continuing to expand the supply of housing options that appeal to—and are affordable to—young families, single professionals, and first-time home buyers seeking to put down roots in Andover. Providing more opportunities for apartments, townhomes, patio homes, senior living, and other alternatives to the single-family home will also ensure that long-time residents who wish to stay in Andover as they age, retire, and experience other life changes have that opportunity.

Goal RN+AH-1

Increase the variety of available housing types.

Strategy RN+AH-1.1: Promote a mixture of housing types.

Ensure that the Place Type Framework Plan (see *Figure 3.1*) and Zoning Code provide opportunities for a mixture of detached, attached, and multi-family housing options at varying densities, formats, and price points.

Strategy RN+AH-1.2: Encourage Age-in-Place opportunities.

Encourage development that enhances the ability of Andover residents to transition to different housing options within the community as their needs and lifestyles change over time. Over 10,000 Baby Boomers per day will be retiring from now until 2030. Many of these seniors will no longer flock to retirement communities, but will choose walkable communities with amenities, recreational opportunities, and residents of all ages. Consider mental and physical disabilities in the context of the built environment and in the design and development of housing options for all ages and levels of ability.

Goal RN+AH-2

Increase options for and access to mixed-income housing units.

Strategy RN+AH-2.1: Implement a mixed-income housing strategy.

Encourage the development of smaller attached and detached units that provide young families, singles, and others with an opportunity to establish roots in Andover. Identify a range of regulatory and financial strategies to help incentivize housing development that is within reach of a variety of income levels.

Strategy RN+AH-2.2: Promote regional housing initiatives.

Continue to work with regional partners to remove barriers to safe, stable, and mixed-income housing for all through updates to education and outreach, allocation of resources, targeted updates to codes and regulations, and day-to-day decision-making.

Strategy RN+AH-2.3: Promote housing alternatives to achieve healthy housing diversity and gentle density.

Encourage adaptive reuse of properties through options such as infill development tactics, brownfield redevelopment, repurposing of existing housing developments, and accessory dwelling units (ADUs).

Goal RN+AH-3

Strategically create higher housing density near services, amenities, and transportation corridors.

Strategy RN+AH-3.1: Target priority locations for higher-density housing.

Encourage higher-density housing along major corridors and as part of mixed-use activity centers.

Strategy RN+AH-3.2: Promote appropriate relationships to adjacent neighborhoods.

Require transitions in height, scale, and building mass along the shared street frontage or lot line(s) where higher-density housing abuts areas of existing or planned single-family housing to respect the character of existing neighborhoods.

Strategy RN+AH-3.3: Promote well-connected housing density.

Encourage higher-density housing that makes sense within the context of Andover's mobility network or facilitates expansion of mobility infrastructure. Consider connectivity through various modes including pedestrian infrastructure, bike infrastructure, and vehicular modes.

Goal RN+AH-4

Empower neighborhoods; encourage reinvestment.

Strategy RN+AH-4.1: Develop neighborhood services and amenities.

Prioritize opportunities to increase access to services and amenities in the underserved areas of the community through targeted investment in infrastructure or services, siting of public facilities, enhanced pedestrian and bicycle connections, or other mechanisms.

Strategy RN+AH-4.2: Incentivize property maintenance practices.

Support residents through safe building codes that promote routine property maintenance, as well as new construction and renovation.

Strategy RN+AH-4.3: Foster meaningful communication with local neighborhoods.

Foster intentional efforts to employ public engagement tools that reveal the priorities of local neighborhoods and improve the mechanism by which neighborhoods can enact positive change within their area.

Strategy RN+AH-4.4: Recognize community change-makers.

Identify organizations and individuals who create positive social and economic change in their communities and reinforce the critical role of local partnerships, further strengthening the public/private partnership and city communication with the public.

Goal RN+AH-5

Encourage the revitalization of older neighborhoods.

Strategy RN+AH-5.1: Preserve the existing housing stock.

Support the retention and rehabilitation of existing housing stock as a core component of the affordable and attainable housing supply in the region. Explore programs aimed at home repairs.

Strategy RN+AH-5.2: Create neighborhood stabilization and revitalization strategies.

Work with residents and property owners in neighborhoods experiencing signs of distress to promote stabilization and revitalization and assist at-risk populations. Prioritize infrastructure improvements (e.g., sidewalks, shared use paths, storm drainage, etc.) and other neighborhood enhancements that address safety, connectivity, and other quality of life considerations.



VALUE 3 // CN+ET

Connected Networks + Efficient Transportation

Getting around Andover should be safe and efficient not only for vehicular traffic, but also for pedestrians, bicyclists, and transit riders. Improved traffic flow, bicycle and pedestrian pathway connections, and overall walkability are each important factors to continuing the high quality of life in Andover. Over the next 10 years, ongoing investments in existing streets, sidewalks, and shared use pathways will be needed, with an emphasis on providing additional north-south connectivity through the city.

Goals and strategies in this section align with the active transportation recommendations set in the *Andover Parks and Recreation Playbook 2030* to ensure that pedestrian and bicycle infrastructure is safe, functional, enjoyable, and intentionally placed to connect people to the places they want to go. Andover has already invested in the Redbud Trail, which is often noted as both a favorite recreation and transportation amenity by members of the community. Additional trail connectivity should expand from the existing Redbud Trail and utilize floodplain branches to stretch to the south. Increased traffic from the planned US 54/400 freeway improvements will pose a challenge to non-vehicular traffic and safe pedestrian and bicycle crossing points will be needed. Several other areas of high traffic, such as along Andover Road, and near destinations, such as Central Park, should also be prioritized for new or improved crossing points.

Goal CN+ET-1

Prioritize multimodal connectivity in development and transportation decisions, strategies, and investments.

Strategy CN+ET-1.1: Develop a transportation master plan.

While *Figure 4.1* represents a transportation plan with identified improvements for the city and its planning area/ETJ, it is important that a dedicated, in-depth study of transportation must be completed. A transportation master plan would evaluate existing conditions, identify infrastructure needs, develop evaluation criteria to prioritize the greatest needs, and create an action plan to implement the recommended infrastructure investments or improvements.

Strategy CN+ET-1.2: Address network gaps and barriers.

Actively work to improve citywide vehicular, pedestrian, and bicycle connectivity and address other network gaps and barriers through the implementation of improvements identified on the Mobility and Connectivity Framework Plan (see *Figure 4.1*) and the Andover Parks and Recreation Playbook 2030.

Strategy CN+ET-1.3: Implement Complete Streets.

Seek opportunities to integrate attributes of Complete Streets into city infrastructure projects to reduce traffic congestion, improve air and water quality, and increase the quality of life of residents by providing safe, convenient, and comfortable routes for walking, bicycling, public transportation, and driving. Prioritize the implementation of Complete Streets in the proposed improvements identified on the Mobility and Connectivity Framework Plan (see *Figure 4.1*).

Strategy CN+ET-1.4: Implement transportation demand management programming strategies to support diverse transportation options.

Regular traffic demand analysis within Andover will provide valuable data for decision-making regarding future transportation routes and modal options. The development of programming strategies should be a collaborative effort within city staff members led by the Planning and Zoning Department, Public Works and Utilities Department, and Parks and Recreation Department.

Strategy CN+ET-1.5: Remove connectivity barriers.

Actively identify and remove barriers that prevent safe and efficient mobility through Andover. Consider community mobility needs and integrate strategic removal of physical barriers to multimodal transportation, including the assurance that all residential and non-residential developments make connections to adjacent systems whether existing or planned.

Strategy CN+ET-1.6: Provide safer crossing of US 54/400 on foot or bicycle.

Incorporate pedestrian and bicycle infrastructure with the planned US 54/400 freeway improvements, specifically the crossing points identified on the Mobility and Connectivity Framework Plan (see *Figure 4.1*), to ensure safe crossing for non-vehicular traffic.

Goal CN+ET-2

Ensure safe streets and intersections for all modes and users.

Strategy CN+ET-2.1: Complete ADA compliance upgrades and improvements.

All pedestrian infrastructure should comply with the latest ADA standards. Complete infrastructure improvements to bring existing facilities up to compliance and ensure that new construction meets or exceeds such standards.

Strategy CN+ET-2.2: Implement a Vision Zero plan.

Vision Zero is an international strategy to eliminate all traffic fatalities and serious injuries while increasing safe mobility for all. All citywide transportation improvements should consider Vision Zero fundamentals to ensure a safer and more connected system. Some considerations include standard design specifications/considerations, safer speeds, safer intersections, and user behavior and enforcement.

Strategy CN+ET-2.3: Maintain existing transportation infrastructure.

Prioritize maintenance and repair needs as well as correction of existing deficiencies to maintain the quality of mobility infrastructure and enhance the safety of the city's transportation system.

Goal CN+ET-3

Anticipate and proactively utilize new technologies and trends.

Strategy CN+ET-3.1: Develop protocol for new policy proposals.

Develop criteria for the development and review of new policies responding to emerging trends. Proactive policy development will ensure that effective trends and technologies are not only welcome but done in a way that complements the existing character of Andover.

Strategy CN+ET-3.2: Develop a comprehensive strategy to address changes to how and where people will live, work, and learn.

The strategy should address the following issues:

- The long-term impacts or remote working trends on future office space demand and vacancies.
- The long-term impacts of e-commerce and the need for distribution facilities.
- The opportunity to attract new residents who are no longer tied to the city where their employer is located.
- Ability to absorb residents migrating from less climate-resilient locations.

Strategy CN+ET-3.3: Develop and implement strategies to address new and emerging technologies or platforms.

Identify infrastructure and policy needs that adequately incentivize and regulate technologies so that they support the city's goals. More recent examples of such technology include the use of Unmanned Aircraft Systems (UASs/drones), electric vehicles, dockless bikes and scooters, ride-hailing platforms, and short-term rental platforms.

Goal CN+ET-4

Advocate for better curb management.

Strategy CN+ET-4.1: Regulate private development to ensure high-quality curbs spaces.

Take active strides to maximize the mobility and safety of street-facing public spaces. Consider traffic reduction efforts, more diverse modes of transportation, and aesthetic enhancements to Andover's curbs.

Goal CN+ET-5

Actively participate in regional transportation planning efforts and initiatives.

Strategy CN+ET-5.1: Proactively coordinate with WAMPO.

Actively coordinate with WAMPO and other regional partners on land use and transportation decisions of mutual importance. Embrace a regional understanding of land use and transportation to inform decision-making at the local level.



VALUE 4 // VL+DI

Vibrant Lifestyles + Distinctive Identity

When community members were asked what the City of Andover needs, wants, and desires, a common answer was identity. The identity of a place comes from the values of the unique individuals who live there, but a tangible identity is only possible if a place offers opportunities for the community to share such values. This can and should be done in a variety of ways to ensure that the identity reflects the entire community and creates a sense of cohesion throughout Andover. Identity should be manifested physically through development standards (such as sign regulations, architectural standards, etc.), socially through programming (such as events, clubs, recreational sports leagues, etc.), and organically through increasing public access to gathering spaces and community-led initiatives, activities, and events.

Vibrancy is a collective vision with unique factors for everyone, which is why it is important that people feel that they can contribute to the larger community and be active participants in the city. Andover should continue to expand recreational offerings and events while encouraging a sense of entrepreneurship and initiative from community members to pursue new ideas for activities, amenities, or even places of business.

Goal VL+DI-1

Develop and maintain an interconnected and accessible system of parks, shared use paths, and recreational facilities.

Strategy VL+DI-1.1: Implement mobility and connectivity recommendations.

Recommendations provided on the Mobility and Connectivity Framework Plan (see *Figure 4.1*) and the *Andover Parks and Recreation Playbook 2030* were developed through a process of existing conditions analysis, public engagement, and conversations with city staff and stakeholders. Implement the recommendations to improve overall connectivity between parks and recreational facilities.

Strategy VL+DI-1.2: Promote and increase recreational programming and facilities.

Provide a diversity of recreational programs and facilities that meet the needs of the community. Link parks, recreation facilities, and outdoor gathering spaces with programming to bolster social recreation opportunities. Reference *Andover Parks and Recreation Playbook 2030* for specific locational guidance.

Strategy VL+DI-1.3: Promote connectivity and proximity to residential neighborhoods.

Strategically approach the growth and development of both recreational amenities and residential homes, to ensure continued accessibility and proximity of the two. Take a holistic approach to integrating recreation into Andover's day-to-day.

Goal VL+DI-2

Support access to healthy and active living among residents of all ages, abilities, and lifestyles.

Strategy VL+DI-2.1: Consider all users in land use and the built environment.

Encourage the construction of built environments that support active lifestyles including mixed-use centers, corridors, and neighborhoods that support walkability, provide safe options for active transportation such as pedestrian and bicycle travel, and designing parks, streets, and other public spaces with the safety and comfort of all users in mind.

Strategy VL+DI-2.2: Boost education and awareness of mental health resources.

Collaborate with local and regional health and wellness organizations, schools, the medical community, faith organizations, the other service providers to increase awareness of the types of mental health services that are available. Place a particular emphasis on the needs of vulnerable populations such as the elderly, people with disabilities, children and youth, low-income, and those with language barriers.

Goal VL+DI-3

Plan for vibrant public spaces.

Strategy VL+DI-3.1: Design in the public realm.

Support the continued transformation of pedestrian-oriented areas—sidewalks, parks, trails, and other outdoor spaces. Expand the use of distinctive urban design elements, public art, street trees, landscaping, and other features to unify the aesthetics of the public realm and create spaces that are inviting, accessible, and attractive for people.

Goal VL+DI-4

Promote and expand public art.

Strategy VL+DI-4.1: Integrate local artists into community development.

Incorporate public art into both private development and redevelopment and all public projects—especially within gathering spaces—to enhance sense of place and add personality to built environments. Seek to partner with local artists and/or students to showcase area talent.

Goal VL+DI-5

Establish sense of place in Andover through high-quality, creative, and unique public and private development.

Strategy VL+DI-5.1: Develop design guidelines for streetscape enhancements and gateway elements.

Design guidelines will help create a cohesive visual aesthetic throughout the city. The guidelines should include streetscape enhancements and gateway element designs in a variety of application types to establish a sense of place through design.

Strategy VL+DI-5.2: Encourage “third place” development.

“Third places” refer to spaces separate from home and work where people can gather and connect. Examples of third places include cafes, bars, breweries/wineries, libraries/bookstores, gyms, and other spaces that encourage organic congregation. Andover should seek to increase third place offerings to build community among residents and boost visitor attraction.

Goal VL+DI-6

Increase and enhance community events, festivals, and program offerings.

Strategy VL+DI-6.1: Continue to support the event coordinator position.

Provide consistent support for the city’s event coordinator to ensure proper budgeting and marketing and outreach support.

Strategy VL+DI-6.2: Create an event planning toolkit.

Encourage grassroots and citizen-led event planning initiatives by providing an event planning toolkit that includes a checklist of all action items needed for event execution.



VALUE 5 // SD+ES

Sustainable Design + Environmental Stewardship

The City of Andover must take strides to ensure the long-term health and resiliency of Andover's climate, environmental systems, and natural habitats. The physical development of the city directly and significantly impacts the health of residents, the environment, and overall resiliency as a community. As Andover grows, ample opportunity arises to improve and protect Andover's (and the region's) environmental systems to ensure that all people have access to a healthy, safe, and vibrant city to call home. Valuing and investing in activities that respect the natural environment will improve the quality of life for Andover residents today and in the future.

Andover wants to develop in a sustainable fashion and acknowledges the need to (1) minimize the city's footprint on its landscape; (2) avoid developing environmentally sensitive areas; (3) increase and invest in green infrastructure; (4) encourage structures that use sustainably sourced materials, are energy efficient, and climate resilient, and (5) develop in such a way that the multimodal transportation network and land use and development patterns are mutually beneficial. Andover must also leverage existing infrastructure to prioritize development in areas that already have infrastructure in place (such as streets, sewers, etc.) and direct public investments to encourage new development in areas that need reinvestment.

Goal SD+ES-1

Promote a sustainable and efficient pattern of growth.

Strategy SD+ES-1.1: Develop a plan to reinvigorate underutilized properties.

Employ creative strategies to revitalize vacant, blighted, or otherwise underutilized properties, including, but not limited to the adaptive reuse of existing buildings (with uses that complement the uses of adjacent businesses), public/private partnerships, the voluntary consolidation and assemblage of segments of corridors where a property-by-property approach would limit development feasibility, and/or parking reductions for new uses.

Strategy SD+ES-1.2: Promote infill and redevelopment.

Support the redevelopment of vacant or underutilized sites, surface parking lots, and buildings. Concentrate higher density infill and redevelopment in areas designated for mixed-use and in other areas of change where development may be easily accessed on foot, bike, or using potential future public transit.

Strategy SD+ES-1.3: Seek intergovernmental coordination.

Cooperate with neighboring jurisdictions on issues and initiatives of mutual interest where shared revenue and joint governance may be advantageous, such as open space preservation, recreational programs, and conservation easements.

Strategy SD+ES-1.4: Plan for annexation.

Where appropriate, explore opportunities for property annexation in line with *Figure 3.1 Place Type Framework Plan*. Controlled annexation can yield a more logical land use development pattern, permitting additional variety of land uses and more efficient connectivity. Annexation should be mutually beneficial for both the property being annexed, as well as the city. Therefore, annexation should be based on landowner consent.

Strategy SD+ES-1.5: Aim for jobs/housing balance.

Support development patterns and zoning regulations that expand opportunities for people to both live and work in Andover.

Strategy SD+ES-1.6: Increase use of green infrastructure and pervious surfaces.

Explore options to incentivize and require the use of sustainable infrastructure in development and redevelopment, including adaptations to city codes and standards, developer incentives, and design requirements.

Goal SD+ES-2

Expand the use of sustainable and resilient development practices.

Strategy SD+ES-2.1: Codify policies and regulations for renewable energy generation.

Renewable energy (e.g., solar and wind power) can be generated in both large- and small-scale operations. The city should create policies and regulations to support renewable energy generation on various levels. Having guidelines in place may attract solar and/or wind farm development and contribute more renewable energy to citywide energy sources. Additionally, having guidelines for residential renewable energy generation could support residents or businesses who want to implement such practices.

Strategy SD+ES-2.2: Promote environmentally friendly building practices.

Promotion of environmentally friendly building practices should start with awareness and education. Building codes should encourage the use of these practices by stating how and why they are beneficial to the larger built and natural environment. Such practices include reducing impermeable surfaces through low impact development (LID) and green infrastructure, selecting building materials that reduce water use and/or construction waste, planting native landscaping, and preserving trees.

Goal SD+ES-3

Conserve and enhance Andover's environment and natural habitats.

Strategy SD+ES-3.1: Conserve open space and natural areas.

Respect the holistic value of undeveloped open space and ensure that open space opportunities are preserved for the enjoyment of future generations. Work with landowners, developers, and environmental interests to protect or enhance important natural areas, environmentally sensitive lands, and native wildlife habitat as development occurs.

Strategy SD+ES-3.2: Continue to place importance on implementation of best waste management practices.

Ensure that the waste management systems in Andover minimize exposure to hazardous waste and prevent the contamination of natural resources. Monitor best practices for a variety of programs and strategies that increase waste reduction, reuse, composting, and recycling among residents and in city facilities (e.g., printing policies, curbside composting service, etc.). Ensure the consistent availability of recycling receptacles in public spaces and facilities.

Strategy SD+ES-3.3: Explore rewilding opportunities.

According to the World Wildlife Federation (WWF), animal populations have declined by nearly 70 percent on average in the last 50 years. Rewilding refers to an ecological strategy that rebuilds the population of animals by restoring wildlife habitats. This can include pollinator gardens, accommodating bats and birds by providing living spaces in the built environment (known as bioarchitecture), and other tactics to promote coexistence between people and wildlife.

Goal SD+ES-4

Optimize opportunities for parks, open space, and other recreational amenities.

Strategy SD+ES-4.1: Create open space development requirements.

Incorporate open space and natural resource access into future development, redevelopment, and revitalization projects. A strong public desire exists for convenient access to open space throughout the community.

Strategy SD+ES-4.2: Increase opportunities for education and volunteerism.

Promote volunteer opportunities (e.g., wildlife habitat restoration) to provide environmental education for residents and foster an environmental stewardship ethic.

Strategy SD+ES-4.3: Revisit park system maintenance and funding mechanisms.

Protect the long-term health of the parks, open space, and trail system through regular maintenance in established neighborhoods and monitoring issues over time to address changing community demands and needs. Identify and secure a range of funding sources that will enable the implementation of the recommendations for new parks, trails, and recreational programs as identified in the *Andover Parks and Recreation Playbook 2030*.

Goal SD+ES-5

Plan for environmental protection and resiliency.

Strategy SD+ES-5.1: Explore the need for a climate action plan.

Review best practices for climate action planning and determine the most appropriate approach for climate action planning for Andover. If a climate action plan is deemed to be appropriate, this plan should be updated regularly to ensure that goals remain clear and actionable.

Strategy SD+ES-5.2: Cultivate partnerships/coordination with various environmental efforts/organizations.

Cooperate with neighboring jurisdictions, state-wide, and federal efforts on issues and initiatives of mutual interest, especially where shared revenue and joint governance may be advantageous. Such initiatives may include open space preservation, recreational programs, and conservation easements.

Effective Government + Public Participation

The City of Andover can contribute a large amount of high satisfaction resident ratings to efficient city services. Moving forward, staff members need to be prepared for future growth by providing consistent quality services. This should be done through monitoring community-wide safety perceptions, anticipating potential needs or hazards, setting realistic goals on fixed timelines, and using city resources responsibly.

Good communication between the government and members of the community is vital for staff members to effectively meet the needs of the community at large and for individuals to trust leadership and be active participants in their community. A balance should be struck between the city providing opportunities for public engagement and members of the public coming out to participate. Communication beyond city limits is also crucial as Andover continues to grow. Local and regional cooperation is necessary for ensuring that individual efforts align, and larger efforts take place.

Goal EG+PP-1

Provide high quality facilities and services for existing and future residents, businesses, and workforce.

Strategy EG+PP-1.1: Create a connected city.

Ensure public facilities connect to neighborhoods with multi-modal amenities (e.g., sidewalks, trails, bike paths, etc.).

Strategy EG+PP-1.2: Find the gaps in city operations and services.

Identify gaps in how the city is approaching facility management and services; assess areas where improvements are needed.

Strategy EG+PP-1.3: Consider infrastructure extension costs.

Allocate the costs of infrastructure extensions to the property owner or developer where developments are proposed in non-contiguous areas or requires a non-logical extension of infrastructure unless there is a significant public benefit.

Strategy EG+PP-1.4: Foster transparency in information.

Improve access to information for city services and programs for all community members.

Strategy EG+PP-1.5: Survey the public to gauge satisfaction.

Continue to monitor community satisfaction through administering statistically significant community surveys regularly.

Goal EG+PP-2

Provide outstanding and effective police, fire, and other emergency services for all.

Strategy EG+PP-2.1: Continue to evaluate and adapt the public safety hiring process.

Monitor trends to ensure the public safety hiring process is efficient and attractive to the current generation of candidates.

Strategy EG+PP-2.2: Continue to evaluate and expand outreach efforts and transparency to maintain and cultivate trust between the public safety departments and the community.

Cultivate trust with the community and public safety departments through community outreach efforts and transparency. Evaluate such efforts to ensure their effectiveness and change or add to the programs if needed.

Strategy EG+PP-2.3: Provide customers with a venue to transparency.

Conduct regular city leadership and emergency responder listening sessions with residents to understand level of satisfaction.

Strategy EG+PP-2.4: Ensure the appropriate tools for public safety workers to meet city needs.

Provide appropriate training, continuing education, professional development, programs, and procedures to be able to better serve their customers and support their safety and well-being.

Strategy EG+PP-2.5: Ensure timely and appropriate response.

Work in concert with all departments to ensure resources, emergency management, and disaster recovery measures are in place to improve service and efficiency.

Goal EG+PP-3

Encourage smart city infrastructure and data platforms that improve city services.

Strategy EG+PP-3.1: Monitor and implement smart city technology for widespread city operations and services.

Integrate smart city data and infrastructure into city decision-making, operations, maintenance, planning, public information, and service delivery and continue to explore new and innovative ways to collect and incorporate this data.

Strategy EG+PP-3.2: Implement smart transportation technology.

Develop and implement strategies to adapt best practices for smart work zones, traffic signal connectivity, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), emergency signal preemption, incident management response, and vehicle-infrastructure intercommunication.

Strategy EG+PP-3.3: Eliminate access barriers caused by emerging technology.

Consider the impact of technology on seniors, individuals with disabilities, and low-income individuals, and work to minimize the adverse effects felt by these communities because of those most impacted by limited access to technology.

Strategy EG+PP-3.4: Employ new technologies to improve city operations.

Evaluate new technologies that create efficiency in city operations and decision-making. Consider how the city can employ new devices and equipment, data sources and tools, and software resources to improve the quality and efficiency of city operations.

Goal EG+PP-4

Foster a spirit of public participation throughout Andover.

Strategy EG+PP-4.1: Develop a public participation guide.

Develop a public participation guide that directs the level of public participation for each type of city project, update, or initiative. Utilize the International Association of Public Participation's (IAP2) best practices in the development of this guide.

Strategy EG+PP-4.2: Provide robust digital tools for continuous public participation.

Utilize cost-efficient, yet effective digital public participation tools and software to provide regular updates and engagement opportunities to Andover residents of all ages. Consider the use of a public participation platform/website to consolidate digital public participation efforts.

Goal EG+PP-5

Prioritize land use planning in the planning area/ETJ.

Strategy EG+PP-5.1: Explore land use planning and jurisdiction options within the planning area/ETJ.

Work with Butler County to understand land use planning and jurisdiction options within the planning area/ETJ to have a stronger say in the development of lands nearby the city's existing boundary. Ensure the appropriateness of land uses within the city's planning area/ETJ.





“Andover is my home! I am thrilled to see the growth that Andover has made since the 1990’s and believe there are even greater opportunities that will benefit all of its citizens. We need to be united and work together for the continuing growth, sustainability and health of Andover and its citizens.

- Andover resident

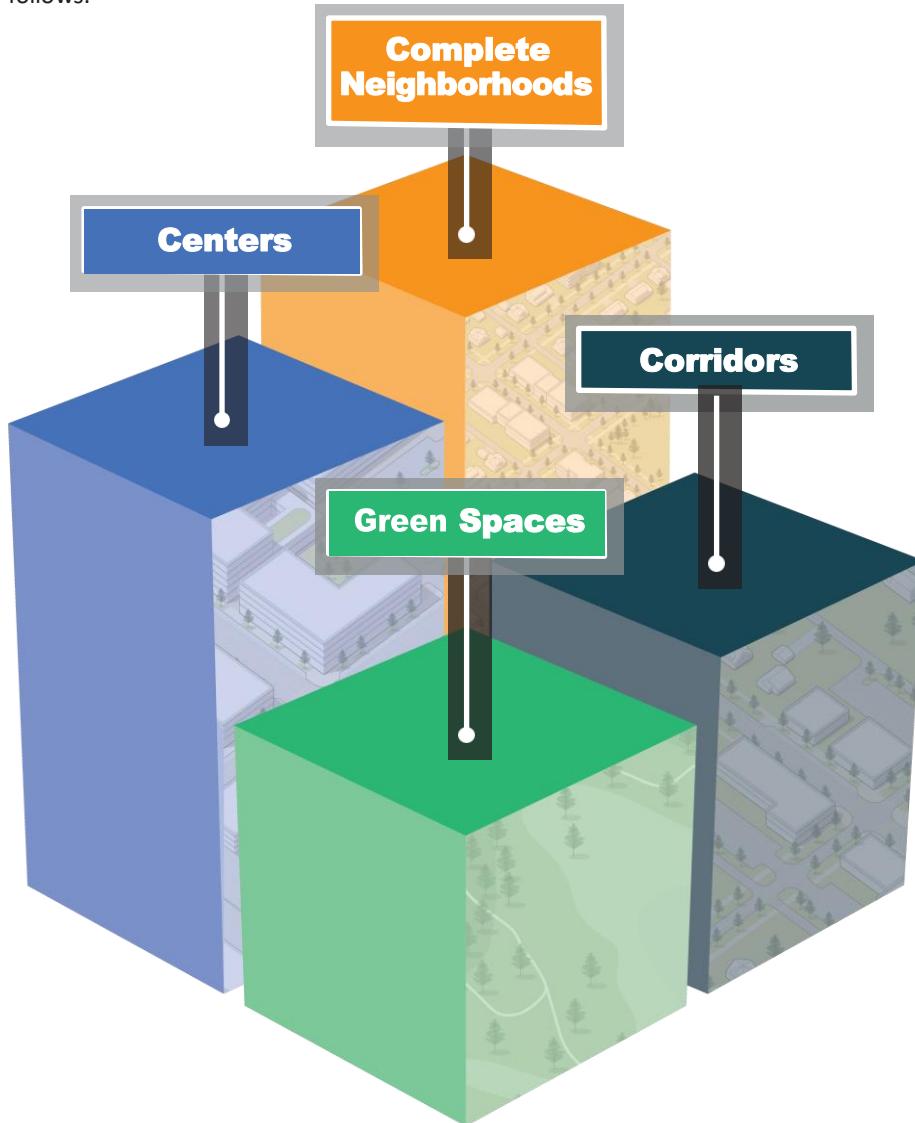
The Importance of “Place”

Every place leaves an impression on those who live, work, or visit there. Memorable places have a strong identity and character that is felt by residents and visitors. Placemaking is a way to shape the future of communities by focusing on the look and feel of places—their form and character—instead of focusing only on land use.

Oftentimes, what makes places memorable and unique are a mixture of cultural, natural, and man-made elements in the environment. This sense of place can occur at multiple levels—across an entire city, within individual neighborhoods, or on a specific block.

The Building Blocks of a Place

The form and function of places are made up of four major “building blocks:” green spaces, corridors, centers, and complete neighborhoods. These building blocks are the backbone of the place types shown in *Figure 3.1*; the place types guide desirable development in each of the building blocks. The place types are organized by building blocks, and a description of each building block follows.



Green Spaces

- Made up of land that remains in its natural form; undeveloped land that is to be preserved for ecological benefit; land that is unsuitable for development; or green spaces that are intentionally developed
- Include space for people to recreate

Corridors

- Center around transportation infrastructure, such as streets, highways, and trails
- Allow for movement of people and goods
- Connect areas/destinations within a city (and outside of a city)
- Various scales and forms of development

Complete Neighborhoods

- Contain residentially focused areas that provide safe and convenient access to daily/regular needs
- Feature multimodal internal and external connectivity
- Include embedded community and recreational spaces
- Take on various scales and forms of residential development

Centers

- Center around intersections of streets and activity “hot spots”
- Allow for a variety of uses in a denser, mixed-use setting
- Take on various scales and forms of development
- Place emphasis on sense of place

Place Type Framework Plan

The Place Type Framework Plan (**Figure 3.1**) is a guide for future land use and development decisions. Its application is flexible and allows the city to consider individual proposals for innovative approaches to development that are in line with overarching strategies included in this Plan.

Place types describe and illustrate the desired character to guide development across a range of community types, from the most urban, to suburban, to the most rural places. Place types organize the future development pattern, set a desired urban form, encourage greater walkability, create accessible public spaces, promote a more competitive environment for small businesses, and foster greater housing diversity. Andover's Place Type Framework Plan builds on the idea of establishing unique and desirable places that are essential to a "complete community," creating a harmonious and inviting community that is all-inclusive.

The Place Type Framework Plan is not necessarily concerned with the specific use of each parcel, but rather is concerned with the collective uses for each area that establishes a "place" within Andover. All places are important to the collective functioning and vitality of the city.

The Place Type Framework Plan identifies and describes 12 different place types within the city that, together, accommodate a full range of land use types, including residential neighborhoods, commercial, business, and employment areas, open space, natural features, recreational areas, and public facilities and institutions.

Recommendations in this section are supported by the *Growing Economy + Widespread Opportunity*, *Robust Neighborhoods + Attainable Housing*, *Connected Networks + Efficient Transportation*, *Vibrant Lifestyles + Distinctive Identity*, and *Sustainable Design + Environmental Stewardship* values and supporting goals and strategies, as outlined in [Section 2](#).

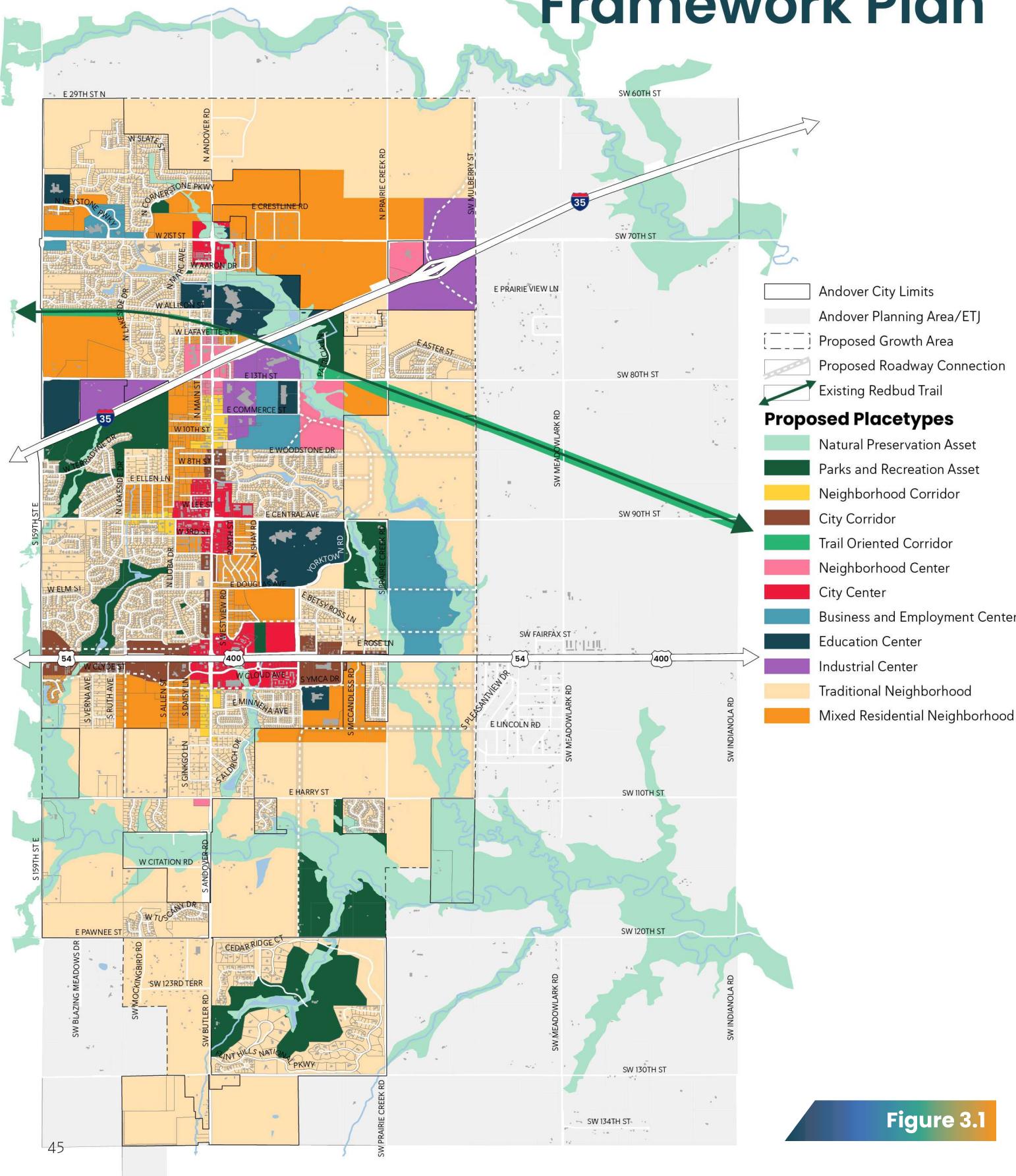
A Community-Built Plan

Future land use and development patterns for the City of Andover were carefully considered based upon extensive community input—both in person and online (see [Appendix B](#)); an independent market study (see [Appendix E](#)); city staff member and city leader guidance; and professional opinion. No piece of input was considered on its own. While **Figure 3.1** focuses on land use and development patterns through the place type structure, it should be considered in conjunction with the goals and strategies ([Section 2](#)), mobility and connectivity framework ([Section 4](#)); and aesthetics and streetscape framework ([Section 5](#)).

Place Type Framework Plan

0' 2,410' 4,820' 7,230' 9,640'
1-inch NORTH

Data Sources: City of Andover and the Olsson Studio



Place Types

This section details the 12 place types that make up Andover. Each of the place type descriptions include:

- The color, used to identify each on *Figure 3.1 Place Type Framework Plan*;
- A general description of the typical—or ideal—character;
- Precedent imagery, presented as examples only;
- Guidelines on elements that are traditionally necessary to support the intended development form and character of the place type;
- A listing of typical land uses and amenities that are appropriate or compatible with the place type;
- A three-dimensional bird’s eye view of a general area developed as the place type in question.

GREEN SPACES PLACE TYPE //

NATURAL CONSERVATION ASSET

Character Description

Natural Conservation Assets are typically expanses of open spaces, forest, creeks, streams, floodplains/floodways, wetlands, critical habitats, resource conservation, buffering, and other natural resources. Some Natural Conservation Assets may be used for passive recreation, while others are largely off limits to human use due to sensitive natural resources. Development and land disturbance within a Natural Conservation Asset is minimized, to safeguard natural resources, and limited to cultural or educational uses. Activities within Natural Conservation Assets are limited to those such as natural ecological services, rewilding, habitat conservation, and passive recreation (e.g., informal walking and biking along trails, etc.). Such unimproved areas provide unique opportunities for the community to enjoy the natural landscape and offer a visual reprieve from the urban environment.

Generally, Natural Conservation Assets are compatible with other land uses; however, other land uses may not be compatible with Natural Conservation Assets. For example, an open space area may not impact an adjacent commercial or industrial land use, but noise or pollution from a commercial or industrial land use could negatively impact open space.

Precedent Imagery



Guidelines

Buildings and development should be rare within Natural Conservation Assets, as the intent of this place type is to preserve. If a building is necessary, it is recommended to be no taller than one story. Public spaces and parking are typically unnecessary in this place type, except if informal walking or biking trails are incorporated, in which case limited trailheads and parking may be provided. Street connectivity is limited as access to such areas is not widely necessary.

Typical Land Uses and Amenities

Typical uses include:

- Agriculture
- Open Space/Conservation
- Rewilding
- Vertical Agriculture/Greenhouses
- Camping/"Glamping"

Typical amenities include:

- Off-street trails
- Off-street parking (*only through special use consideration/approval*)
- Trailheads



Figure 3.2

**Natural Preserve Asset
3D Typical Area**

Character Description

Parks and Recreation Assets represent public lands dedicated to parkland, including neighborhood, community, and regional facilities, as well as cemeteries, and public lands utilized for sports, active play, and recreational uses. Limited small scale commercial uses may be compatible in this place type.

Parks include open space, playgrounds, gardens, greens or lawns, meadows, woods or trees, ponds or streams, walkways and paths, fountains and civic plazas, shelters and picnic areas, historic or interpretive facilities, amphitheaters and performance space, restroom facilities, and parking.

Recreational areas include organized sports fields and courts, sports facilities, adventure play, and bicycle facilities. These uses often include accompanying infrastructure, such as spectator facilities and seating, support and maintenance facilities, concessions, restrooms, meeting rooms, landscaping, and parking. Open space can also be incorporated as part of a recreation area.

Alternative lodging options are also appropriate in the recreational uses of this place type, including campgrounds, recreational vehicle (RV) camping and/or parking, tiny homes and/or tiny home villages, and other lodging options that are not a hotel and/or motel.

High-quality parks bustling with activity and enlivened by people at play are critical to a high-quality of life and are a stabilizing influence on Andover's neighborhoods. Playground structures provide recreation for Andover's youth, fields and courts accommodate programmed athletics and drop-in play, and field houses and other recreation amenities provide a balanced open space and recreation system for Andover.

However, different types of parks and recreation have different land use considerations. A small neighborhood park, for example, serves a local population and should ideally be centrally located within the neighborhood it serves. A larger community park provides residents with park opportunities within a short driving distance. These types of parks can generate traffic and activity and may have areas within them that are not residentially compatible.

Precedent Imagery



Guidelines

Parks and Recreation Assets are easily and directly accessible from all places and are located along all street types. Any streets leading to, by, or through these places are designed to encourage safe and comfortable access by all transportation modes, especially via walking and biking. Access specifically for recreational uses varies between needing Major Arterial, Minor Arterial, Major Collector, Minor Collector, or Local street access. Parking requirements also vary depending on the site's traffic levels and intensity of development. It is important that deliberate links and connections are provided to Parks and Recreation Assets from adjacent developments.

The internal transportation network typically consists of pedestrian and bicycle paths for smaller parks, and for larger Parks and Recreation Assets also includes driveways and very low-speed Local streets to provide access to internal facilities. Both the streets and the off-street network are well-connected and include pedestrian and bicycle facilities, even where natural features and large recreational areas limit street connections.

Typical buildings in this place type include recreation facilities, nature centers, restroom facilities, shelters, maintenance buildings, and accessory commercial structures such as concession stands. Building sizes vary depending on the purpose of the building and the setting and are typically one story. Active uses and structures are located to provide minimal impact to sensitive environmental features.

Typical Land Uses and Amenities

Typical uses include:

- Agritainment
- Open Space/Conservation
- Rewilding
- Vertical Agriculture/Greenhouses
- Neighborhood Commercial (*only through special use consideration/approval*)
- Small-Scale/Startup Commercial (*only through special use consideration/approval*)
- Community/Recreation Centers
- Civic/Cultural Facilities
- Golf Courses
- Camping/"Glamping"

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces

Figure 3.3
Parks and Recreation
Asset 3D Typical Area



Character Description

Neighborhood Corridors have a linear configuration as they are located along major commercial streets. They may be served by potential future transit, but not as frequently as City Corridors. Businesses along Neighborhood Corridors tend to have similar uses as Neighborhood Centers but have different access and connectivity concerns. The mixture of uses includes local-serving small-scale commercial, small-scale mixed-use, single-family residential (detached and attached), and low-rise multi-family residential. Neighborhood Corridors are walkable in nature, with safe and comfortable pedestrian and bicycle connectivity to adjacent uses. Restaurants, small shops, and local services are commonplace within this place type. Office uses are compatible within this place type, as well.

Neighborhood Corridors are typically smaller in acreage than City Corridors and often extend short distances from an intersection. Neighborhood Corridors often serve as buffers between more intense and less intense land uses (e.g., City Center and Traditional Neighborhood). While like City Corridors, Neighborhood Corridors are more localized in their service area and smaller in overall scale.

Precedent Imagery



Guidelines

Often serving as a transition to other place types, an important element of this place type is its walkable, landscaped public realm that balances vehicular, bicycle, and pedestrian design elements. While uses and sites are generally automobile-oriented, streets are designed to accommodate safe and comfortable travel by all modes of transportation. Typical or wide sidewalks on both sides of the street with landscape buffers are common, as well as mid-block crossings. Cross-access between adjoining sites limits the number of driveways off arterial streets, thereby improving the public realm and circulation. Arterial streets support walking, cycling, and potential future transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

Neighborhood Corridors typically include low-rise structures oriented to the street, arranged in short two- to four-block spans amongst single-family residential (detached and attached) and low-rise multi-family residential. The typical building height is two or fewer stories. Some sites include accessory drive through facilities and gas pumps. This place type includes numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Plazas, patios, and courtyards can be located between or behind buildings when situated along higher traffic roadways. Natural open spaces, such as tree preservation areas, are also found and encouraged here. Landscaping provides an attractive public realm by softening street edges.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Neighborhood/Community Gardens
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Multi-Family Residential (Low-Rise)
- Vertical or Horizontal Mixed-Use
- Neighborhood Commercial
- Small-Scale/Startup Commercial
- Primary Education
- Religious Assemblies
- Entertainment
- Community/Recreation Centers
- Civic/Cultural Facilities
- Pocket/Neighborhood Parks
- Public Safety

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces



Figure 3.4

**Neighborhood Corridor
3D Typical Area**

Character Description

City Corridors (stretching along Andover Road and US 54/400) are situated along Andover's busiest roads, providing areas for a range of activities on parcels easily accessible by automobiles and serviced by potential future transit. City Corridors leverage the economic potential of traffic and help minimize land use incompatibilities by containing a variety of uses in manageable areas throughout Andover.

City Corridors accommodate a wide range of commercial and mixed-uses, such as retail, restaurants, mixed-use, hotels, service, employment, and multi-family residential uses, with structures oriented toward the roadway. Commercial uses of varying types and intensities, including uses that serve and draw customers from a larger region, including grocery stores and large format retailers, are appropriate. Smaller commercial businesses can also be located along a City Corridor, as standalone uses, in mixed retail centers, or as outlots of larger centers. Mixed-use development (either vertical or horizontal mixed-use) can be suitable for City Corridors, as well. While better suited for other place types, institutional uses may also be appropriate.

City Corridors are auto-oriented in nature, but amenities such as sidewalks, benches, pedestrian-scale lighting, and landscaping make it easy for people to walk along the corridor. Adding such amenities in the right-of-way to serve as a buffer between vehicles and pedestrians is encouraged. Over time, the development pattern along City Corridors may evolve to include a more intense mixture of uses, including multi-story mixed-use buildings, and development that abuts the street.

Precedent Imagery



Guidelines

City Corridors should focus on infill development and redevelopment for complete corridor revitalization, as such corridors often are the first impression of Andover. Additional planning efforts (i.e., corridor studies) should be undertaken for each City Corridor to ensure proper, detailed place types, a consistent streetscape, and to determine the need to develop additional corridor development standards or design guidelines.

Commercial buildings are located to the front of the properties along City Corridors whenever possible to present an urban edge that showcases architecture and business vitality, instead of parking lots. Commercial uses are appropriately designed to ensure compatibility as commercial uses “push” into the residential areas.

Sites and building lot sizes vary but are typically larger than those in a Neighborhood Corridor. Older developments tend to have deep setbacks; but new developments have minimal setbacks, which is encouraged. In newer developments, ground floor, street-facing facades have storefront doors and windows that provide interest for pedestrians and parking lots are screened from the street with trees and understory plantings. Buildings can be up to five stories depending on adjacent land use compatibility, with building heights stepping down when adjacent to single-family residential uses.

Landscaping is essential at the rear of commercial properties where a double frontage is created and the commercial use fronts two streets—the primary commercial corridor and the parallel secondary commercial or residential street. Drive-through facilities (e.g., fast food, banks, etc.) can be accommodated, but special attention must be given to design that mitigates nuisances to surrounding property owners, including vehicle stacking/idling, speakers/noise, headlights, on-site circulation, and ingress and egress. Whenever possible, within the City Corridor place type, commercial buildings should hold a strong corner at the intersection of the primary corridor and intersecting streets, to further establish the identity and character of the area.

Curb cut reduction, cross access easements, and shared parking make it easy to travel from business to business along a City Corridor without using the actual street network. Existing curb cuts along the primary street are consolidated to alleviate traffic congestion and reduce conflicts with pedestrians. Properties that front multiple streets have access on each street as long as surrounding land uses are compatible. Green space is limited within a City Corridor and is often associated with public areas or an institutional or residential use.

Such Major Arterial streets support walking, cycling, and potential future transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations. Sidewalks are wide, to promote pedestrian activity, and leave adequate space for pedestrian lighting, street trees, and bike racks. Crosswalks are found at all major intersections. Due to their intensity, City Corridors are also usually located along transit routes. Retail, services, and restaurants serve as supportive uses.

City Corridors can be busy and intense corridors and they are often adjacent to residential areas. Uses within the City Corridors can generate noise, light, and traffic. Special consideration should be given to the compatibility of a City Corridor, particularly when adjacent to complete neighborhood building blocks.

Typical Land Uses and Amenities

Typical uses include:

- Multi-Family Residential (Low-Rise)
- Multi-Family (Mid-Rise)
- Vertical or Horizontal Mixed-Use
- Regional/Destination Commercial
- Hotels/Lodging
- Primary Education
- Religious Assemblies
- Entertainment
- Community/Recreation Centers
- Civic/Cultural Facilities
- Community/Regional Parks
- Public Safety
- Offices

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces



Figure 3.5

City Corridor 3D Typical Area

Character Description

The Trail-Oriented Corridor place type builds on the growing importance and potential of the Red Bud Trail. This place type exists to promote the establishment of a pedestrian and bicycle friendly small-scale commercial and entertainment-based corridor that draws local and regional patrons. The Trail-Oriented Corridor place type presents the opportunity to create a unique retail and dining environment that allows Andover to stand out in the region. Land uses are largely focused on retail, dining, and entertainment—such as a coffee shop, bicycle repair shop, craft bar, etc.—but as the trail amenity grows in prominence, some combination of attached and detached single-family residential, low to medium-intensity multi-family, and mixed-use development may be compatible. Higher-intensity development should be limited to select nodes along the trail and development should generally provide a substantial buffer between structures and the trail.

Precedent Imagery



Guidelines

The Trail-Oriented Corridor is relatively low density in its complete buildout, as it focuses on the high-quality multi-purpose trail, first and foremost, and secondly, small-scale commercial offerings. The trail is well-maintained, utilizing natural forms of landscaping—emphasizing an organic feel.

Small pocket parks, small-scale workout facilities, and small public plazas may be compatible along the trail at select nodes. When the trail is near a larger public park, high levels of accessibility should be provided to the park. Small-scale public off-street parking areas are appropriate for trailheads.

Pedestrian-scale lighting is provided along the trail, with careful attention to minimizing light pollution into surrounding residential areas.

Within the small-scale commercial developments along the trail, bicycle parking/storage amenities are provided to encourage bicycle traffic.

Typical Land Uses and Amenities

Typical uses include:

- Neighborhood/Community Gardens
- Vertical Agriculture/Greenhouses
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Vertical or Horizontal Mixed-Use
- Community/Lifestyle Commercial
- Neighborhood Commercial
- Small-Scale/Startup Commercial
- Community/Recreation Centers
- Civic/Cultural Facilities
- Pocket/Neighborhood Parks

Typical amenities include:

- Bike lanes
- Off-street trails
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Public gathering spaces

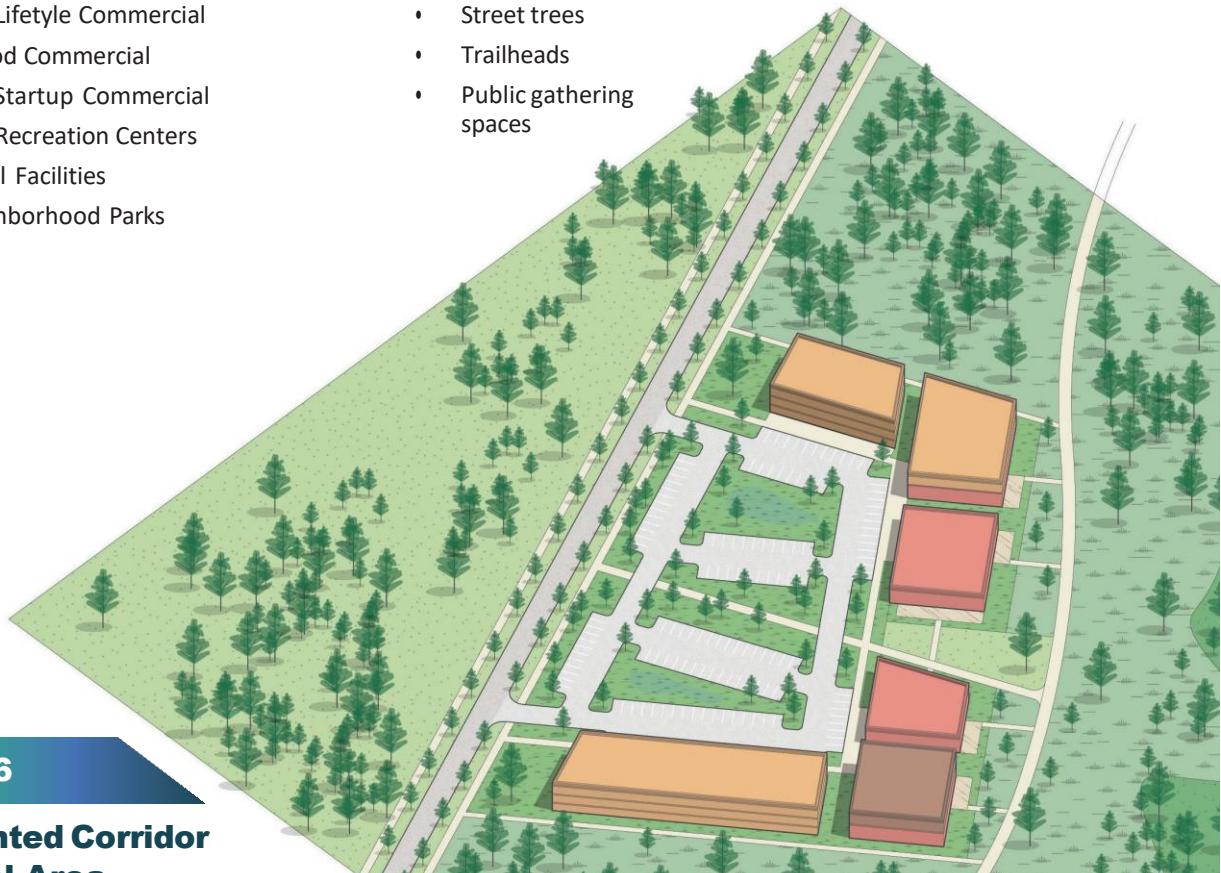


Figure 3.6

**Trail-Oriented Corridor
3D Typical Area**

Character Description

The Education Center place type recognizes educational institutions as important community assets. The place type provides safe, well-connected areas specifically geared towards educational campuses, including those of primary education, secondary/higher education, and college/university. This place type is characterized by institutional development with internal activity nodes, non-vehicular connectivity, and well-designed vehicular traffic and parking areas that prioritize pedestrian safety.

Education Centers may also include community institutions such as religious assemblies, civic and cultural facilities, and community gardens. In this place type, such amenities are typically part of the school but can be open to the public outside of school hours. Examples of this include specialized recreational facilities (e.g., natatoriums, tracks, tennis courts, racquetball courts, turf fields, nature trails, playgrounds, etc.), assembly spaces (e.g., auditoriums, gymnasiums, etc.), religious facilities (e.g., parish schools, campus ministry, places of worship, etc.), and knowledge-based facilities (e.g., libraries, museums, etc.).

Education Centers can be found in a variety of areas depending on the size of the campus and vehicular traffic demands. Larger schools with a higher percentage of student drivers are often located along major corridors. Smaller schools with younger demographics are often found in residential neighborhoods.

Precedent Imagery



Guidelines

Education Center place types are found in a variety of settings depending on the specific institution. Larger schools are typically located along major corridors due to their campus size requirements and high traffic volumes at the start and end of the school day. When along a major corridor, parking areas typically provide a sizable buffer between the street frontage and school buildings. Pedestrian and bicycle connectivity into and within the campus are prioritized to ensure safe multimodal access.

Larger schools must plan for high traffic volumes on a day-to-day basis as most attendees will be entering and leaving campus at the same times each day. Additionally, large schools often host events that draw even higher traffic volumes, such as athletic or academic competitions. For those reasons, placing larger institutions along major corridors with higher traffic volumes lessens the overall impact on surrounding uses.

Outside of varied traffic flow and events at associated sports facilities, Education Center place types have minimal negative impacts on surrounding uses, which is why smaller schools can be appropriately placed near residential areas. Locating in or near neighborhoods is often ideal for primary schools due to lower traffic volumes, calmer surrounding streets, and high levels of walkability, making it suitable for children walking to/from school.

The typical building type for Education Center uses are buildings of three stories or fewer with a limited amount of entry points. Larger schools often have multiple buildings with either internal or external connectivity. Designated parking areas near roadway access points exist but Education Center place types are otherwise designed for pedestrian traffic as the primary mode through the campus.

Education Center place types have a variety of indoor and outdoor gathering spaces and often include landscaping, site furnishings, bicycle parking, artwork, and placemaking elements with school logos. Larger campuses also incorporate wayfinding to navigate the various buildings and facilities.

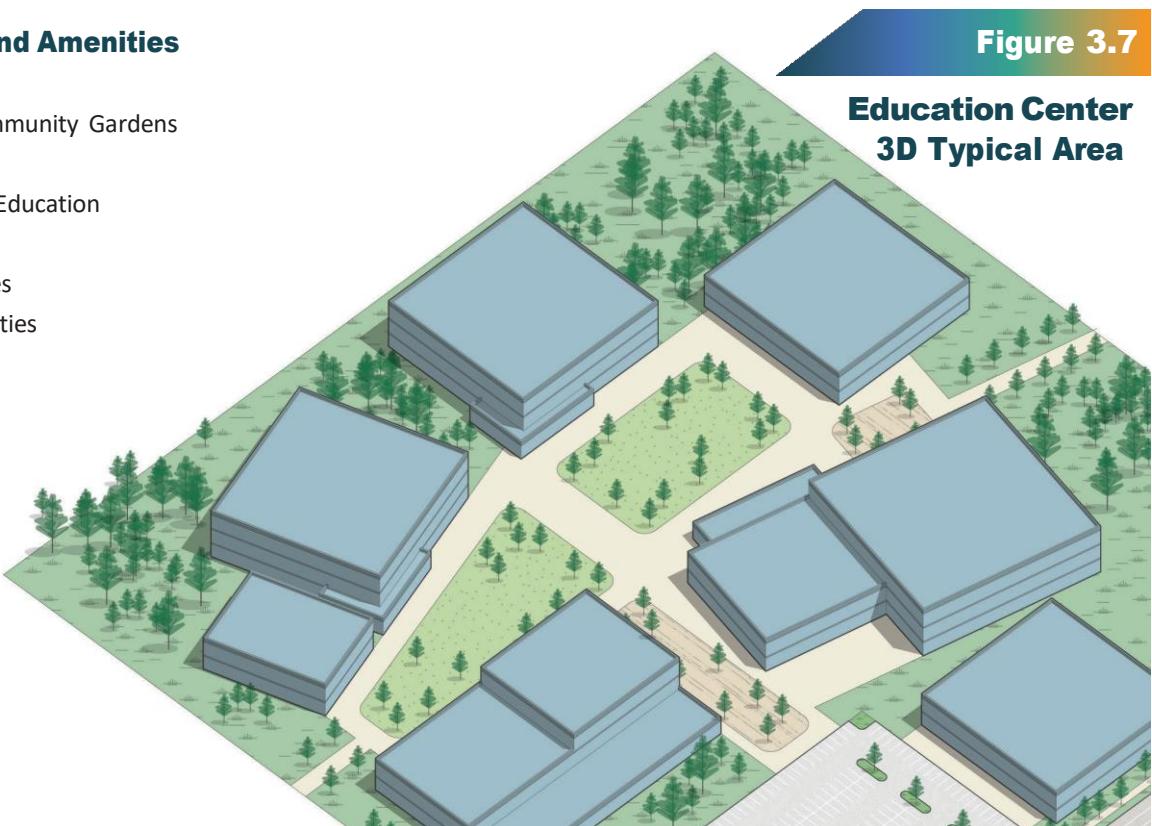
Typical Land Uses and Amenities

Typical uses include:

- Neighborhood/Community Gardens
- Primary Education
- Secondary/Higher Education
- College/University
- Religious Assemblies
- Civic/Cultural Facilities
- Sports Facilities

Typical amenities include:

- Bike lanes
- Off-street trails
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces



Character Description

Typically found at intersections of two or more major roadways, Neighborhood Centers provide places that have a pedestrian-friendly focal point of neighborhood activity where nearby residents can access daily shopping needs and services within a five-to-10-minute walk or short drive. This place type is characterized by low-rise commercial, residential civic/institutional, and mixed-use buildings in a pedestrian-oriented environment.

Neighborhood Centers may also include community institutions such as schools, community centers, and civic and cultural facilities. These centers provide opportunities for smaller, mixed-use buildings that include retail and service uses on the ground floor with residential or office uses on the upper floors. Retail centers are limited within Neighborhood Centers. In addition, unique non-profit uses providing services that benefit the community, such as job training and community learning facilities, are also encouraged. Neighborhood Center uses must be compatible with the adjacent and surrounding residential areas and contribute to neighborhood character, viability, and attractiveness.

Businesses capable of attracting visitors from a larger region can generate undesired traffic, and are better suited in other place types, such as the City Center. Public uses with appropriate traffic and parking considerations, including schools, churches, and community centers can also be located within a Neighborhood Center, along with multi-family residential mixed-use buildings.

Typically located near residential neighborhoods, Neighborhood Centers feature pedestrian friendly design and character.

Precedent Imagery



Guidelines

Consideration should be given to the land use compatibility with adjacent areas. As a focal point for nearby neighborhoods, Neighborhood Centers are often nestled into residential uses. However, given the mix of uses within the Neighborhood Center, they are not always compatible with residential uses. Where land use incompatibilities exist between Neighborhood Centers and their adjacent neighborhoods, buffering and screening should be considered to mitigate impacts. Typical uses include retail, restaurants, personal services, institutional, multi-family residential, and offices.

Neighborhood Centers are easily and directly accessible from nearby neighborhoods to encourage walking and cycling, and to support the concept of a complete neighborhood. The local street network is well-connected, designed for slow traffic, and includes ample pedestrian facilities. Arterial streets provide for safe and comfortable pedestrian, bicycle, and potential future transit travel along and across them for easy access to and from the Neighborhood Center and surrounding areas. Sidewalks with consistent street trees are key.

The typical building type is a commercial, institutional, or multi-family building of three stories or fewer. Buildings are designed with active ground floor uses to support a vibrant pedestrian environment. Tall ground-level floors and a high degree of transparency using clear glass windows and doors is important in this place type.

Neighborhood Centers include numerous improved open spaces such as plazas, patios (even rooftop patios), and courtyards that include landscaping as a softening and welcoming effect. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

This place type acts as a transition to other adjacent place types.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Neighborhood/Community Gardens
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Multi-Family Residential (Low-Rise)
- Vertical or Horizontal Mixed-Use
- Neighborhood Commercial
- Small-Scale/Startup Commercial
- Primary Education
- Religious Assemblies
- Entertainment
- Community/Recreation Centers
- Civic/Cultural Facilities
- Pocket/Neighborhood Parks
- Public Safety

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces

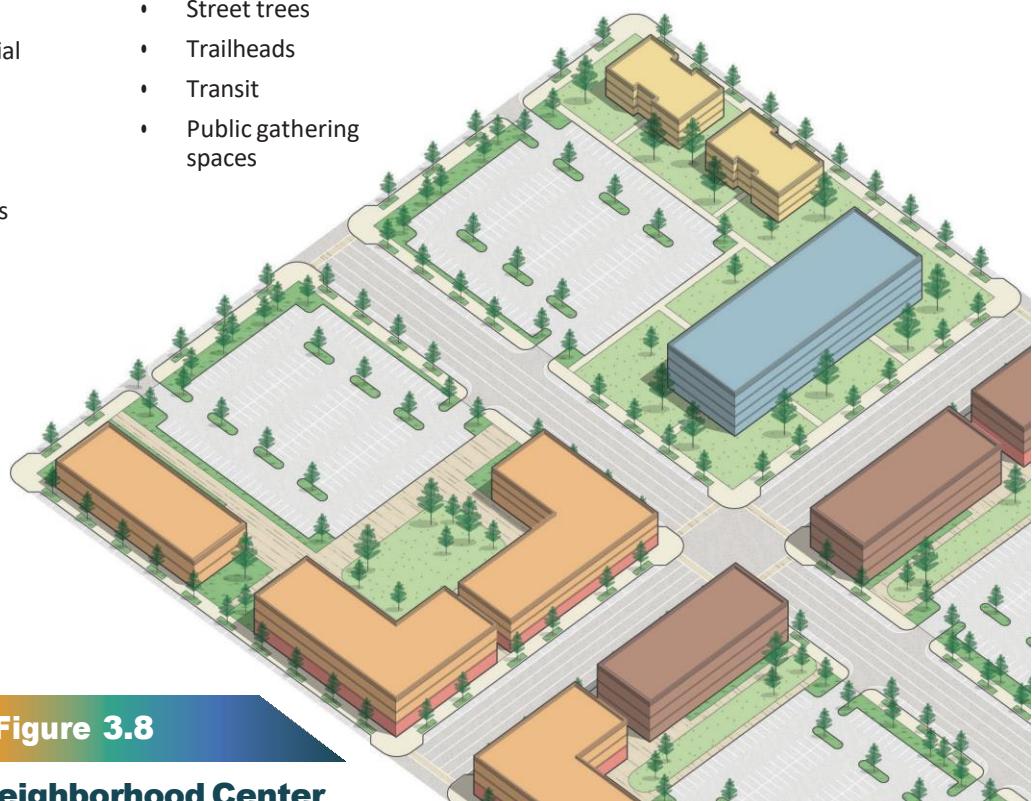


Figure 3.8

**Neighborhood Center
3D Typical Area**

Character Description

City Centers are designated along key road corridors, seeking to leverage transportation infrastructure and economic development potential. This place type provides a concentration of primarily commercial activity in a well-connected, walkable place, providing access to goods, services, dining, entertainment, and residential variety. Some multi-family and office may be in this place type, and various types of auto-oriented uses (well designed to support walkability) may be located on the periphery of this place type. Most commonly, City Centers include larger-scale tenants, restaurants, commercial retailers, mixed-use developments, and small-scale office uses. Adjacent uses could include mixed-use buildings and denser residential uses with pedestrian scale connectivity.

This place type is often centered around a community anchor, such as a large employer and/or community or regional shopping center. This is a diverse place type where a higher intensity mixture of uses exists. Housing may be in this place type, likely as a complementary use like workforce housing to support the area employers. Corridor commercial uses, including drive-through restaurants and smaller and mid-sized commercial uses typical of the City Corridor place type, can be highly desirable supporting uses.

City Centers typically draw from multiple neighborhoods and patrons from surrounding areas—becoming a regional draw depending on the tenants.

Precedent Imagery



Guidelines

Consideration should be given to the land use compatibility with adjacent areas. City Centers are busy areas, hosting an intense mixture of land uses. Where City Centers abut more traditional residential uses, buffering should be implemented to help protect Andover's neighborhoods.

City Centers are typically located at or near key intersections or on major arterials. Easy access and direct connections to nearby residential neighborhoods help reduce trip lengths, keeps some cars off the arterials, and encourages walking or bicycling. This place type fosters a “park once” environment. The local street network is well-connected, with small blocks and highly walkable connections along streets and between destinations. The pedestrian network accommodates large groups of people; wide sidewalks with hardscape amenity zones or landscape zones are common.

If transit service is available, mobility hubs with transit stations, pick-up and drop-off areas, bike parking and share, and micro-mobility options should be integrated within this place type to accommodate people without access to a vehicle.

The typical building is commercial, multi-family, institutional, or mixed-use of up to five stories, with possible rooftop patios and upper story balconies. Buildings are designed with active ground floor uses to support a vibrant pedestrian environment. The ground floors are tall with a high degree of transparency using clear glass windows and doors.

Improved open space is a key feature of this place type. Regular street trees are commonplace. City Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Public open spaces (e.g., small parks, greenways, natural open spaces, etc.) are another important feature that should be included in City Centers.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Multi-Family Residential (Low-Rise)
- Multi-Family Residential (Mid-Rise)
- Vertical or Horizontal Mixed-Use
- Regional/Destination Commercial
- Medical Campus/Hospital
- Hotels/Lodging
- Office Park/Business Park/Flex
- Light Industrial (*only through special use consideration/approval*)
- Primary Education
- Religious Assemblies
- Entertainment
- Community/Recreation Centers
- Civic/Cultural Facilities
- Community/Regional Parks
- Public Safety

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces



Figure 3.9

**City Center
3D Typical Area**

Character Description

Business and Employment Centers contribute to Andover's economic vitality by providing mixed-use urban places that include offices, business parks, flex, and limited retail and dining uses. Light manufacturing, offices, studios, medical facilities, research facilities, and restaurants/bars are examples of appropriate uses. Light assembly or manufacturing may be appropriate where high-quality planned developments integrate a mix of office and light industrial uses. Given the variety of uses in this category, buildings and uses must be carefully integrated.

Business and Employment Centers are designated along key road corridors, seeking to leverage transportation infrastructure and economic development potential. These centers can attract a significant number of employees and visitors from outside of the community. While access to main roadways is needed by large employers, portions of the frontage along these areas may be utilized by smaller retailers or service providers. Green space may be limited within a Business and Employment Center but should be incorporated as a softening effect to enhance the overall attractiveness of the area.

Business and Employment Centers are typically located along major arterials, often with direct connections to the region's highway system, making it easier to draw employees and visitors from throughout the greater region.

Precedent Imagery



Guidelines

Consideration should be given to the land use compatibility with adjacent areas. Business and Employment Centers can host an intense mixture of land uses. Where Business and Employment Centers abut more traditional residential uses, buffering should be implemented to help protect Andover's neighborhoods.

The typical building is no more than two stories tall. Buildings range widely in size and scale depending on their context and use.

Parking lot screening and on-site landscaping are very important as it helps to establish the high-quality and attractive character of the area.

Streets within this place type serve all travel modes while still accommodating large trucks along primary arterial streets. The local and collector street network is well-connected to serve sites directly and to provide good access to arterials. Commercial traffic will use routes that do not impact neighborhoods or open spaces. Arterial streets support walking, cycling, and potential future transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

If transit service is available, mobility hubs with transit stations, pick-up and drop-off areas, bike parking and share, and micro-mobility options should be integrated within this place type to accommodate employees without access to a vehicle.

Improved open spaces are typically recreational facilities, picnic areas, walking trails, patios, and courtyards provided on individual sites and designed to be used by employees. Natural open spaces, such as tree preservation areas, are also found here. Generous landscaped or natural buffers separate large sites, less desirable uses, and the public realm.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Neighborhood Commercial
- Community/Lifestyle Commercial
- Medical Campus/Hospital
- Hotels/Lodging
- Office Park/Business Park/Flex
- Light Industrial (*only through special use consideration/approval*)
- Religious Assemblies
- Pocket/Neighborhood Parks
- Public Safety

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Off-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Transit
- Public gathering spaces



Figure 3.10

**Business and Employment
Center 3D Typical Area**

Character Description

Industrial Centers contribute to Andover's economic vitality by accommodating places of employment for a range of uses related to logistics, production, research, distribution, and limited manufacturing. These centers are employment areas that provide a range of job types, services, and wage levels. Uses in this place type also include limited office to support primary uses; outdoor storage of materials and vehicles; limited hospitality and restaurants; limited retail; and personal services to serve area employees.

This place type is usually characterized by large scale, single-story buildings, and other assembly and distribution facilities. Parcels are often large with buildings located on the interior of the site, surrounded by service areas, parking, and landscaped buffers to provide a transition to adjacent uses. Green space may be limited within an Industrial Center but should be incorporated as a softening effect to enhance the overall attractiveness of the area.

Industrial Centers are typically located along major arterials, often with direct connections to the region's highway system, making it easier to draw employees from throughout the greater region.

Precedent Imagery



Guidelines

Consideration should be given to the land use compatibility with adjacent areas. Industrial Centers can host an intense mixture of land uses. Where Industrial Centers abut more traditional residential uses, maximize separation and buffering to help protect Andover's neighborhoods.

The typical building is a high-bay, single-story building. Buildings range widely in size and scale depending on their context or uses. Long, continuous buildings are found in this place type more than others. Nevertheless, buildings accommodate a connected street network and accommodate large trucks, while still serving all modes of travel.

The local and collector street network is well-connected to serve sites directly and to provide good access to arterials. Commercial traffic will use routes that do not impact neighborhoods or open spaces. Arterial streets support walking, cycling, and potential future transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

If transit service is available, mobility hubs with transit stations, pick-up and drop-off areas, bike parking and share, and micro-mobility options should be integrated within this place type to accommodate employees without access to a vehicle.

Improved open spaces are typically recreational facilities, picnic areas, walking trails, patios, and courtyards provided on individual sites and designed to be used by employees. Natural open spaces, such as tree preservation areas, are also found here. Generous landscaped or natural buffers separate large sites, less desirable uses, and the public realm.

Typical Land Uses and Amenities

Typical uses include:

- Community/Lifestyle Commercial
- Light Industrial
- Heavy Industrial/Manufacturing
- Religious Assemblies
- Public Safety

Typical amenities include:

- Off-street parking
- Standard sidewalks
- Street trees
- Transit

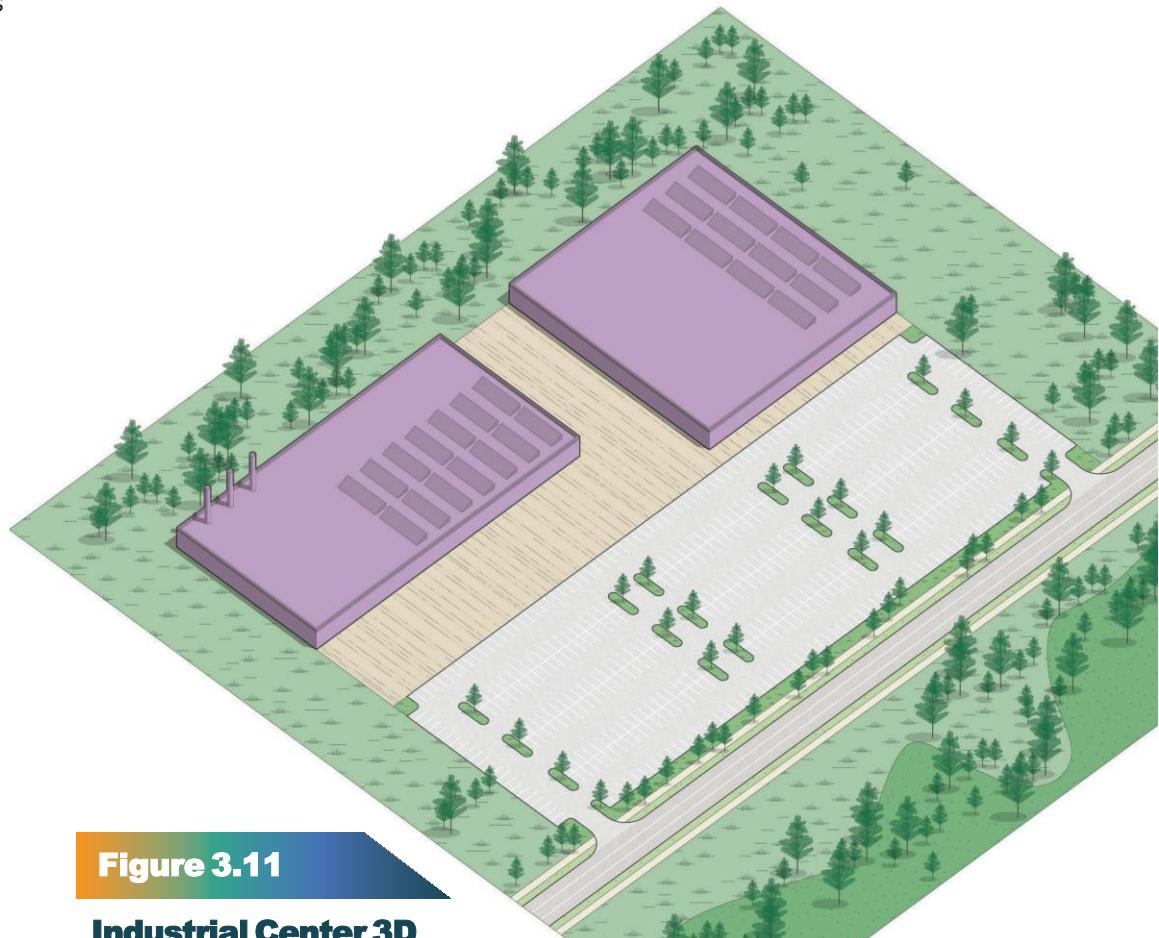


Figure 3.11

**Industrial Center 3D
Typical Area**

Character Description

The Traditional Neighborhood place type is the building block of Andover's community and is distributed throughout Andover to provide local access to goods and services, reducing lengthy commute times and promoting walkability. This place type is where most people live, in primarily detached single-family homes. Other types of dwelling units exist, including the occasional townhouse, duplex, accessory dwelling unit, and small multi-family building, but these housing formats typically are located along busier corridors and are limited in nature. This place type also includes more contemporary residential developments where larger lot single-family homes and curvilinear streets are more common.

Traditional Neighborhoods are supported by various other uses including schools, community centers, religious institutions, and parks. Trees and sidewalks are common on every street, providing a comfortable and safe setting for pedestrian life.

This place type encourages neighborhoods to promote a distinct character and identity, providing a variety of housing types, prices, styles, and amenities.

Precedent Imagery



Guidelines

Land use compatibility of adjacent areas is an important consideration for the Traditional Neighborhood place type. Place types accommodating high intensity uses, such as Industrial Centers and Business and Employment Centers, should be buffered from Traditional Neighborhoods whenever possible. Where land use incompatibilities exist, or cannot be avoided, buffering should be used to help protect them.

Detached single family homes predominate the Traditional Neighborhood place type, with relatively uniform setbacks and building heights. Other types of dwelling units are compatible, including the occasional townhouse, duplex, accessory dwelling unit, and small multi-family building, but these housing formats typically are located along busier corridors and limited in nature. Most of the homes exist on a "typical" city lot. Public uses, such as schools and religious institutions, can also be located within the Traditional Neighborhood, however, they may be better suited for the Neighborhood Center place type.

The typical building height is up to three stories. Townhome style buildings typically have four to six units. The size of civic and institutional buildings varies based on context and accessibility.

Front lawns, landscaped yards, and tree-lined sidewalks are found between residences and the street, and individual back yards are commonly found for each main residential building. Many of the individual neighborhoods in this place type have unifying characteristics.

Parks are key components of Traditional Neighborhoods and provide essential open space and recreational amenities for neighborhood residents. Private yards and improved common areas are typical open spaces in this place type. Public open spaces, such as small parks, greenways, and natural areas, are also an important feature in Traditional Neighborhoods.

Traditional Neighborhoods maintain a fully connected pedestrian network of sidewalks that provide safe and efficient walking access to nearby schools, parks, and amenities. Tree lined streets are a hallmark of Traditional Neighborhoods.

A well-connected local street network provides safe and direct access throughout the neighborhood and through adjacent place types. This street network helps disperse vehicular traffic and allows residents to walk or bike to nearby destinations. Direct access to buildings, parks, and other facilities is usually from local streets, with more limited access opportunities along arterials.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Neighborhood/Community Gardens
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Primary Education
- Religious Assemblies
- Community/Recreation Centers
- Golf Courses (*only through special use consideration/approval*)
- Pocket/Neighborhood Parks
- Public Safety (*only along arterial streets*)

Typical amenities include:

- Bike lanes
- Off-street trails
- On-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Public gathering spaces



Figure 3.12

**Traditional Neighborhood
3D Typical Area**

Character Description

Mixed Residential Neighborhoods provide for a range of moderate to higher density housing types, including apartments, to meet the needs of all people. Such areas are typically located within a five-to-ten-minute walk of neighborhood-scale commercial, civic, or open space uses. This place type provides for a variety of housing types alongside neighborhood-serving services and shops (of a small scale). The primary uses within this place type are multi-family and single-family attached residential, including some buildings with ground floor, nonresidential uses. Lower intensity housing types are also compatible with this place type, when part of a larger development with a mixture of housing types. Civic uses, such as schools, neighborhood parks, and religious institutions, are also compatible with this place type.

Mixed Residential Neighborhoods are characterized by low- to mid-rise multi-family residential buildings in a walkable environment, featuring well-connected street systems, sidewalks, and bikeways. This place type includes larger scale residential buildings than Traditional Neighborhoods, and residential developments typically include shared amenities and common spaces.

Given the variety of housing types and uses, buildings must be carefully designed and integrated.

Precedent Imagery



Guidelines

As Mixed Residential Neighborhoods typically serve as a transition between lower density development and higher intensity commercial or mixed-use centers, this place type features a well-connected and dense street network with short blocks. Local, collector, and arterial streets are designed to support multiple modes of travel. When located nearby, this place type can tie closely to Trail-Oriented Corridors. Regardless, neighborhood trail connections are featured in this place type. Wider sidewalks are commonplace, with planting strips and shade trees.

The typical building is a single-family attached or multi-family building, not typically more than three stories with small setbacks (typically 15 feet or less). Taller multi-family buildings are located along primary streets in each development, with shorter residential buildings on local streets.

Buildings are designed with active ground floors—either residential (or in some cases, economically viable commercial)—to support a vibrant pedestrian environment. Any buildings with ground floor commercial have tall ground floors with high levels of transparency.

Senior housing can be well-suited in this place type. Apartments and condominiums permit higher levels of residential density and are developed on larger lots near main roadways.

This place type includes privately owned, common open space that serves individual residential developments. This open space takes a range of forms, from playgrounds and recreation spaces, to plazas, courtyards, and rooftop decks. Public open spaces such as small parks, greenways, and natural open spaces, are also an important feature and should be included in neighborhoods.

On-street parking can be appropriate, while larger parking areas are located toward the rear of buildings.

Mixed Residential Neighborhoods can act as a transition and buffer between lower and higher intensity uses/place types.

Typical Land Uses and Amenities

Typical uses include:

- Open Space/Conservation
- Neighborhood/Community Gardens
- Single-Family Residential (Detached)
- Single-Family Residential (Attached)
- Multi-Family Residential (Low-Rise)
- Small-Scale/Startup Commercial
- Primary Education
- Religious Assemblies
- Community/Recreation Centers
- Civic/Cultural Facilities
- Pocket/Neighborhood Parks
- Public Safety (*only along arterial streets*)

Typical amenities include:

- Bike lanes
- Off-street trails
- Off-street parking
- On-street parking
- Standard sidewalks
- Wide sidewalks
- Street trees
- Trailheads
- Transit
- Public gathering spaces



Figure 3.13

Mixed Residential Neighborhood 3D Typical Area

Growth Area

Given Andover's topography, floodplains, freeway and highway access, existing land use patterns, inventory of vacant land, and availability of infrastructure, over the next ten years urban expansion will favor the northern, eastern, and southern portions of the city. Limiting factors for the city's future urban growth include its small size (10.6 square miles), presence of just one I-35 interchange, and presence of Sedgwick County at the western border. Annexation of properties outside of the current city boundaries into the adjacent subdivision areas would accommodate future urban development opportunities.

Growth of any sort must be community-appropriate, measured, and meaningful, as infill opportunities exist within current city boundaries. It is important to note that the growth framework plan only identifies areas of potential inclusion into the city's boundaries, but growth can also refer to development, redevelopment, and infill within current city boundaries.

Potential future city limits through 2033 are shown in *Figure 3.1*, which illustrates the areas that should be considered for potential annexation over the lifetime of this Plan. The city should explore options to have a formal say over land uses directly abutting current city limits. Future annexation should be based on both filling in existing city boundary gaps and thoughtfully responding to urban growth pressures that arise. Note that actual annexations would be based on the availability of infrastructure and landowner consent.

Use-Specific Growth

Retail, office and industrial space and residential housing unit demand were forecast for Andover through the year 2031 (a 10-year timespan starting in 2021). Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

- By 2031, Andover's increased population will generate additional retail sales capable of supporting approximately 220,000 to 258,000 square feet of new retail space.
- From 2022 through 2031, office-related job growth in Andover will support the need for approximately 37,000 to 47,000 square feet of owner-occupied and speculative office space.
- By 2031, industrial job growth in Andover will support the need for approximately 200,000 to 248,000 square feet of owner-occupied and speculative industrial space.
- Through 2031, Andover's forecast population growth and latent demand will generate the need for 1,770 to 2,102 residential dwelling units.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office, and industrial space and average residential densities of 3.5 dwelling units per acre for single-family and 15 dwelling units per acre for multi-family, through 2031 the City of Andover is estimated to support the development of 448 acres to 454 acres of land under the conservative scenario and 534 acres to 541 acres under the optimistic scenario.

PAGE INTENTIONALLY LEFT BLANK





“By creating new walking and biking destinations and maintaining its position as the top public school system in the region, Andover will continue to be a great place for families to call home.

- Andover resident

Mobility and Connectivity Framework Plan

The transportation framework addresses multimodal transportation issues and opportunities in Andover. **Figure 4.1** emphasizes proper connectivity of existing and future roadways citywide, shared use path additions, future pedestrian connections, a future greenway trail, and a roadway widening project. All proposed transportation improvements should be implemented in conjunction with the Place Type Framework Plan (see **Figure 3.1**) to facilitate citywide connections and improvements that align with future growth and place patterns.

Recommendations in this section are supported by the *Connected Networks + Efficient Transportation* value and supporting goals and strategies, as outlined in **Section 2**.

Walkways and Bikeways

Recommendations for proposed pathways and trails were documented in the *Andover Parks and Recreation Playbook 2030*, are included in this Plan, and were considered when exploring other potential connection points. The Mobility and Connectivity Framework Plan (**Figure 4.1**) illustrates the combined recommendations, as defined using the categories that follow.

Proposed 8-Foot/10-Foot Shared Use Path

The *Andover Parks and Recreation Playbook 2030* recommends continuing trail development and increasing connectivity to destinations with a network of 10-foot-wide shared use paths. In some instance, this Plan recommends an eight-foot shared use path to better align with existing shared use paths. The pathways would be narrower than trails, but wide enough to facilitate both pedestrian and bicycle traffic in areas where trail connectivity is not available.

Proposed Future Pedestrian Connection

Future trail recommendations from the *Andover Parks and Recreation Playbook 2030* are included in this Plan as proposed future pedestrian connections. The pedestrian connections are ambiguously labeled as they could have a broad range of characteristics depending on their location.

Proposed Greenway Trail

The *Andover Parks and Recreation Playbook 2030* recommends continuing trail development and increasing connectivity to destinations with a network of 10-foot-wide shared use paths. The pathways would be narrower than trails, but wide enough to facilitate both pedestrian and bicycle traffic in areas where trail connectivity is not available.

Mobility and Connectivity Framework Plan

0' 2,410' 41<0' 9640' 1 mi

Data Sources: City of Andover, 1st 1E CS, onc 'L 10

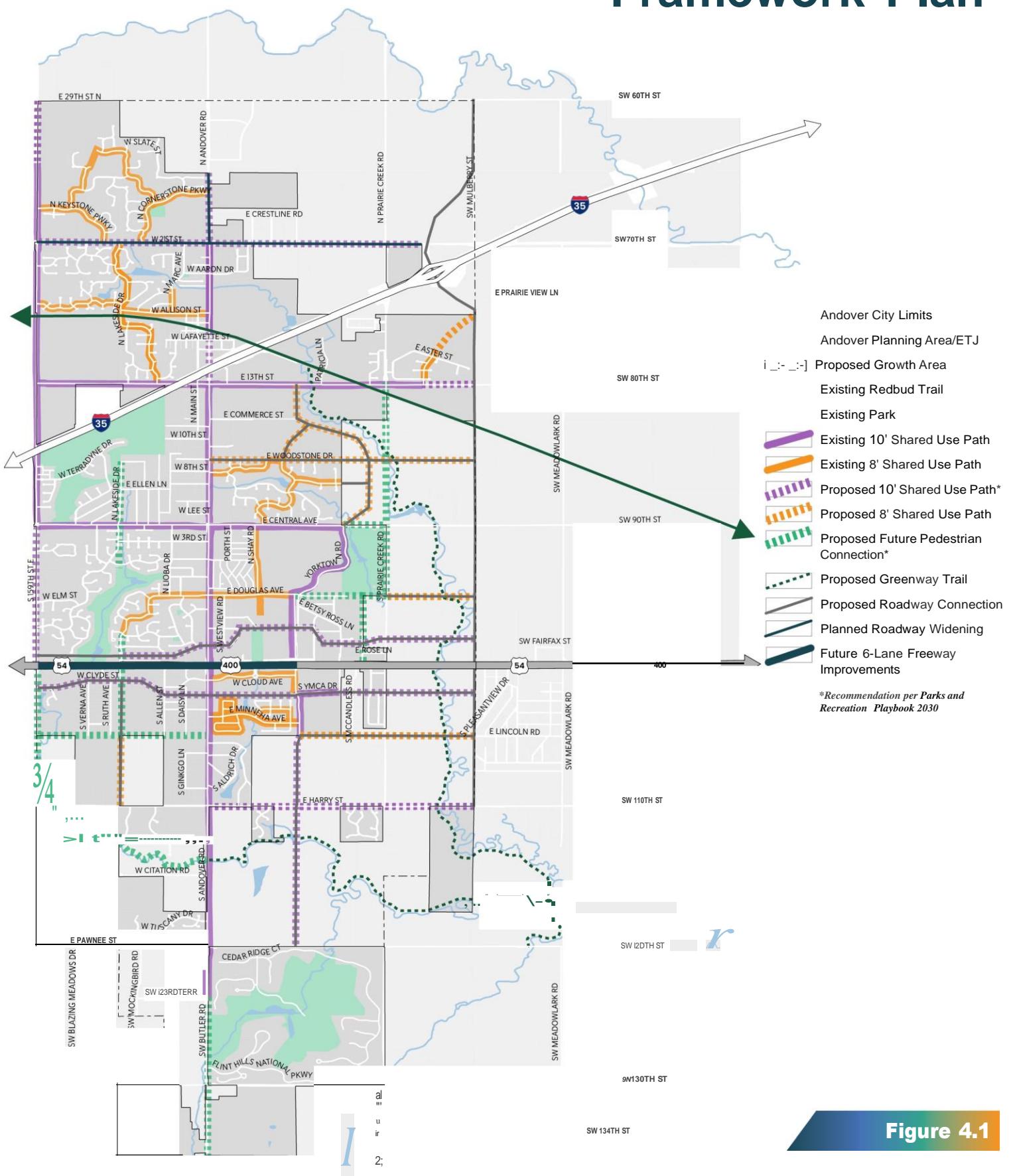


Figure 4.1

Proposed Roadway Connection

Recommendations for new roadways seek to balance current and anticipated traffic flow. Reference **Figure 4.1** for a complete illustration of the proposed roadway connections. Examples of proposed roadway connections include a new north/south corridor at the I-35 toll plaza (offering a parallel route to balance Andover Road); two east/west connections to connect the new north/south corridor at East Woodstone Drive and East Douglas Avenue; and north and south backage roads alongside the US 54/400 freeway improvement project.

Planned Roadway Widening

The US 54/400 freeway improvement project is a project that was developed and planned prior to this Plan, and while not yet constructed, is within the timeline of this Plan. The anticipated project will begin on the corridor west of Prairie Creek Road and extend west toward Wichita.

In 2011, the City of Andover, in collaboration with the KDOT and WAMPO, initiated a corridor study along US 54/400, from the Sedgwick/Butler County line at 159th Street to the west and just past Prairie Creek Road to the east. The expansion of the roadway is viewed as a catalyst for enhancing economic development along the corridor.

The study developed six roadway alternatives. The chosen recommendation is a 350-foot-wide highway corridor (including frontage roads and easements) with three full interchanges at 159th Street, Andover Road, and Prairie Creek Road. Stakeholders also recommended depressing the sections underneath Onewood Drive, Andover Road, and Yorktown Road.

Crossings

Recommendations for proposed bike and pedestrian crossing points are documented in the *Andover Parks and Recreation Playbook 2030* are supported by this Plan. See *Andover Parks and Recreation Playbook 2030* for the crossing locations and details.

Proposed Crossing

Proposed crossings refer to points that may only need signage to facilitate safe pedestrian and bicycle crossing, such as crosswalk striping and a stop sign. Roadways with higher traffic volumes may also need a walk/bike signal so that users may press a button to enable a signal light and alert vehicles at the time of crossing.

Proposed Major Crossing

Proposed major crossings refer to safe crossing points on large roadways. These types of crossings require more infrastructure to handle larger traffic capacities coming from multiple directions, such as traffic signals controlling vehicular and pedestrian traffic at an intersection of two major thoroughfares.

PAGE INTENTIONALLY LEFT BLANK





“As a proud resident of Andover, I am enthusiastic about the city’s future as the premier family destination. With the addition of new parks, a commitment to enhancing quality of life, and a variety of new shopping options, Andover will strive to preserve its hometown charm.

- Andover resident

Aesthetics and Character Framework Plan

The Aesthetics and Character Framework Plan takes a comprehensive look at the primary corridors and entryways within and into Andover. Further, it identifies ways and locations to improve the visual identity and physical brand of Andover. It is at these locations that public aesthetic enhancement dollars will get the biggest “bang for their buck.” **Figure 5.1** illustrates these tactics and locations for enhancement and should be implemented in coordination with the Mobility and Connectivity Framework Plan (**Figure 4.1**).

Recommendations in this section are supported by the *Vibrant Lifestyles + Distinctive Identity* value and supporting goals and strategies, as outlined in **Section 2**.

Proposed Primary and Secondary Gateways

Gateways should be located at high-traffic nodes to welcome visitors and clearly identify entry points to the city. The style of the gateways should portray the desired brand for the city. The gateways should be developed as a family—including primary and secondary gateways. The design of the gateway monumentation family should stand out and be unique to Andover.

The primary gateway should be located at the intersection of I-35 and the recommended north/south corridor.

Secondary gateways should be located at: (1) 159th Street and 21st Street; (2) Andover Road and Redbud Trail; (3) Andover Road and 29th Street; (4) 159th Street and Central Avenue; (5) 159th Street and the northern backage road; (6) 159th Street and the southern backage road; (7) Prairie Creek Road and the northern backage road; (8) Prairie Creek Road and the southern backage road; (9) 159th Street and Harry Street; (10) 159th Street and Pawnee Street; and (11) Butler Road and the southern city limit.

Proposed Primary Intersection Enhancement

A primary intersection is second in importance only to gateways. A primary intersection should feature monumentation that is smaller in scale than gateway monumentation but should have a similar design aesthetic. The enhancements in this location should complement the overall image of the city. The primary intersections are (1) Andover Road and Central Avenue; (2) Andover Road and US 54/400; (3) Andover Road and the northern backage road; and (4) Andover Road and the southern backage road. These intersections should feature high quality pedestrian and bicycle infrastructure and enhanced landscaping that is well-maintained.

Aesthetics and Character

Framework Plan

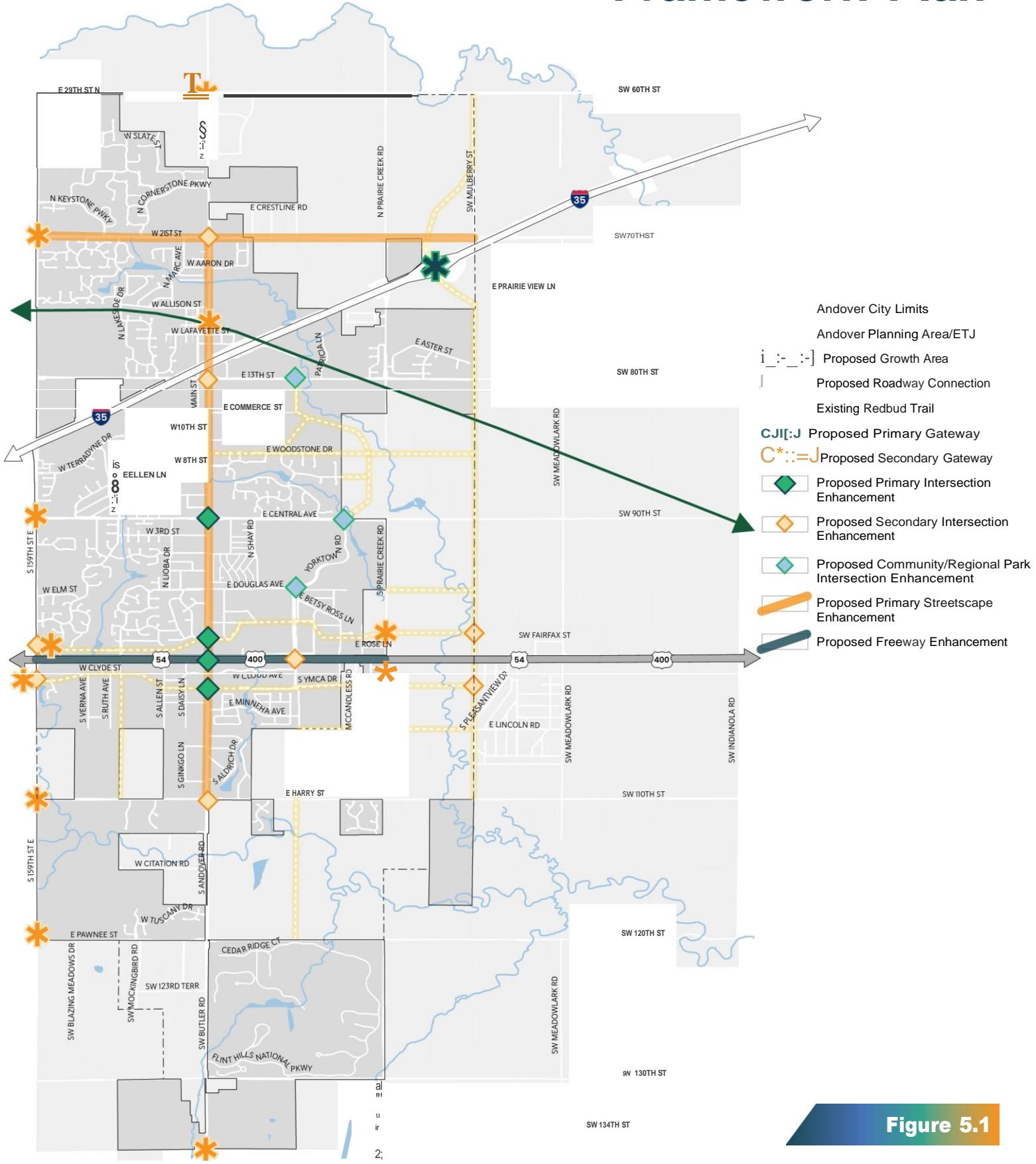


Figure 5.1

Proposed Secondary Intersection Enhancement

Secondary intersections should feature monumentation at an even smaller scale than the primary intersection but use similar materials. While the secondary elements may be less impactful than the gateways' and primary intersections' enhancements, they should still highlight the significance of the intersection as a hub of activity through well-maintained landscaping. Proposed secondary intersections include (1) Andover Road and 21st Street; (2) Andover Road and 13th Street; (3) Andover Road and Harry Street; (4) US 54/400 and Yorktown Road; (5) 159th Street and the northern backage road; (6) 159th Street and the southern backage road; (7) Prairie Creek Road and the northern backage road; and (8) Prairie Creek Road and the southern backage road.

Proposed Community/Regional Park Intersection Enhancement

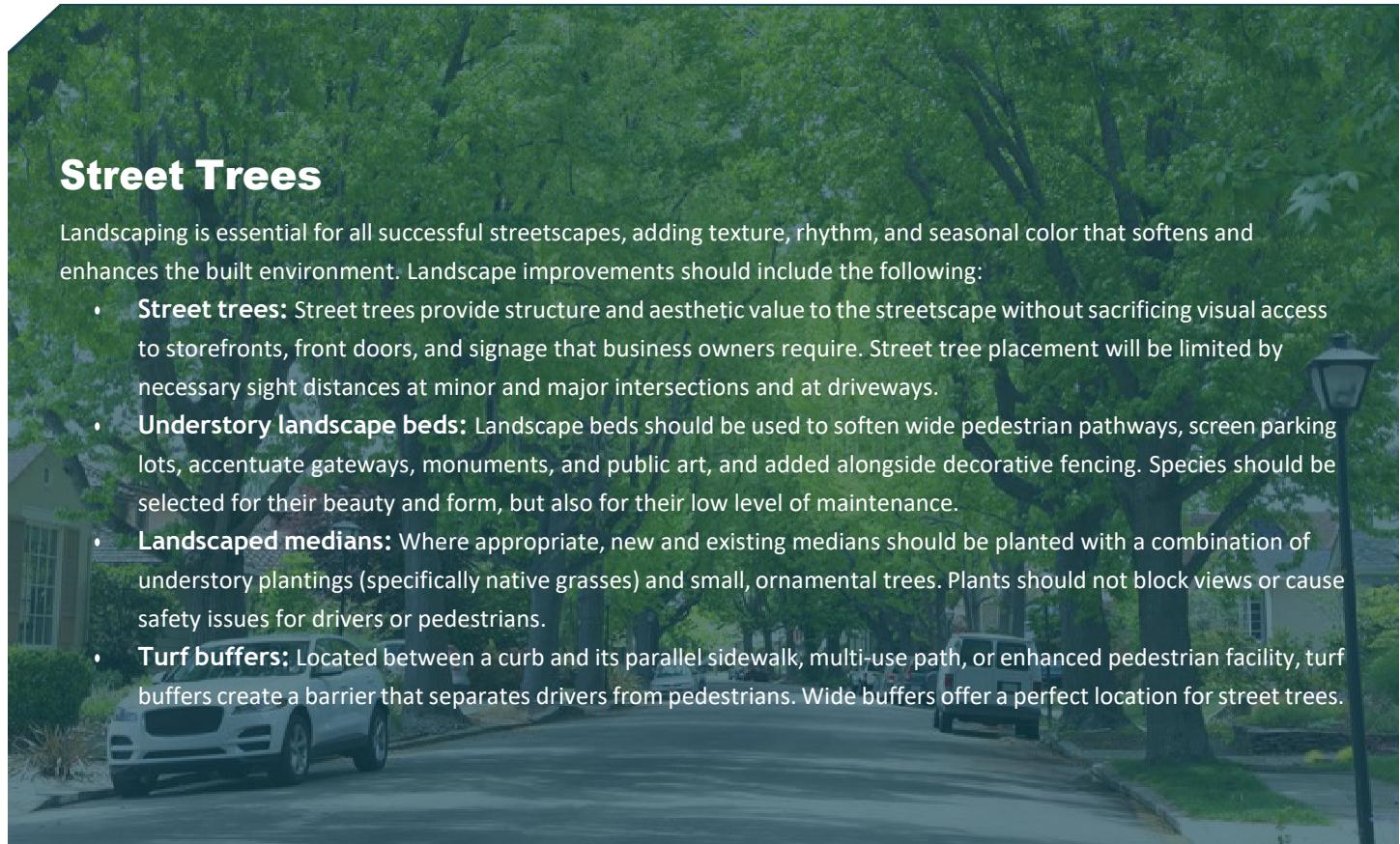
Community/regional park intersections should be on a similar scale to secondary intersection enhancement but focus on highlighting adjacent recreational amenities in both signage and aesthetic enhancements. Proposed community/regional park intersections include (1) 13th Street and Yorktown Road; (2) Central Avenue and Yorktown Road; and (3) Douglas Avenue and Yorktown Road.

Proposed Primary Streetscape and Freeway Enhancement

While ***all*** public roadways should receive some level of streetscaping, Andover Road from 21st Street to Harry Street, US 54/400 from 159th Street to Yorktown Parkway, Founder's Parkway, and the future backage roads are especially important corridors for streetscape enhancement. These roadways should receive the highest level of streetscape enhancements, including street trees (where permitted/safe), decorative/landscaped medians (where permitted/safe), pedestrian lighting, pedestrian pathways on either side of the street, and branded street light banners.

Streetscape Toolkit

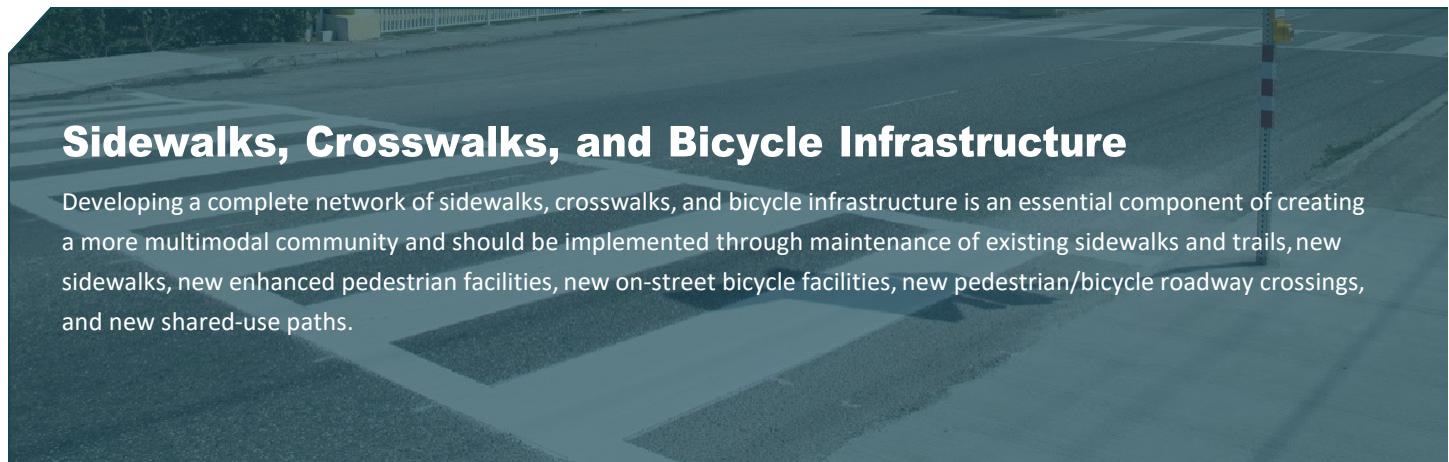
To properly enhance a streetscape, multiple tactics must be employed, most of which are described as follows. The following tools are not meant to be applied to every street within Andover but is simply a toolbox to consider as street re(construction) projects are planned.



Street Trees

Landscaping is essential for all successful streetscapes, adding texture, rhythm, and seasonal color that softens and enhances the built environment. Landscape improvements should include the following:

- **Street trees:** Street trees provide structure and aesthetic value to the streetscape without sacrificing visual access to storefronts, front doors, and signage that business owners require. Street tree placement will be limited by necessary sight distances at minor and major intersections and at driveways.
- **Understory landscape beds:** Landscape beds should be used to soften wide pedestrian pathways, screen parking lots, accentuate gateways, monuments, and public art, and added alongside decorative fencing. Species should be selected for their beauty and form, but also for their low level of maintenance.
- **Landscaped medians:** Where appropriate, new and existing medians should be planted with a combination of understory plantings (specifically native grasses) and small, ornamental trees. Plants should not block views or cause safety issues for drivers or pedestrians.
- **Turf buffers:** Located between a curb and its parallel sidewalk, multi-use path, or enhanced pedestrian facility, turf buffers create a barrier that separates drivers from pedestrians. Wide buffers offer a perfect location for street trees.



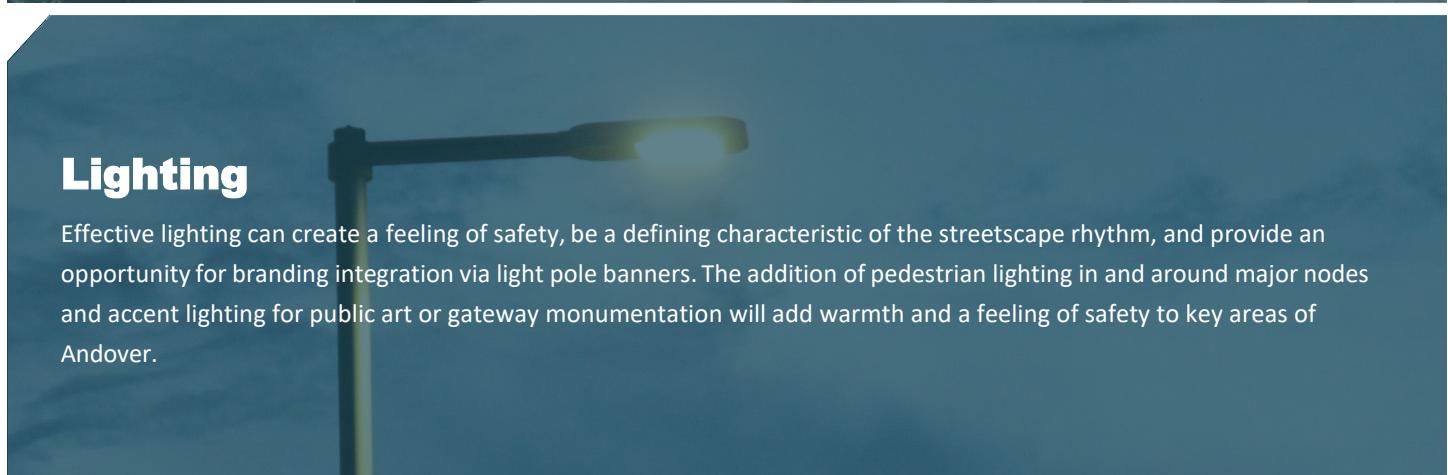
Sidewalks, Crosswalks, and Bicycle Infrastructure

Developing a complete network of sidewalks, crosswalks, and bicycle infrastructure is an essential component of creating a more multimodal community and should be implemented through maintenance of existing sidewalks and trails, new sidewalks, new enhanced pedestrian facilities, new on-street bicycle facilities, new pedestrian/bicycle roadway crossings, and new shared-use paths.



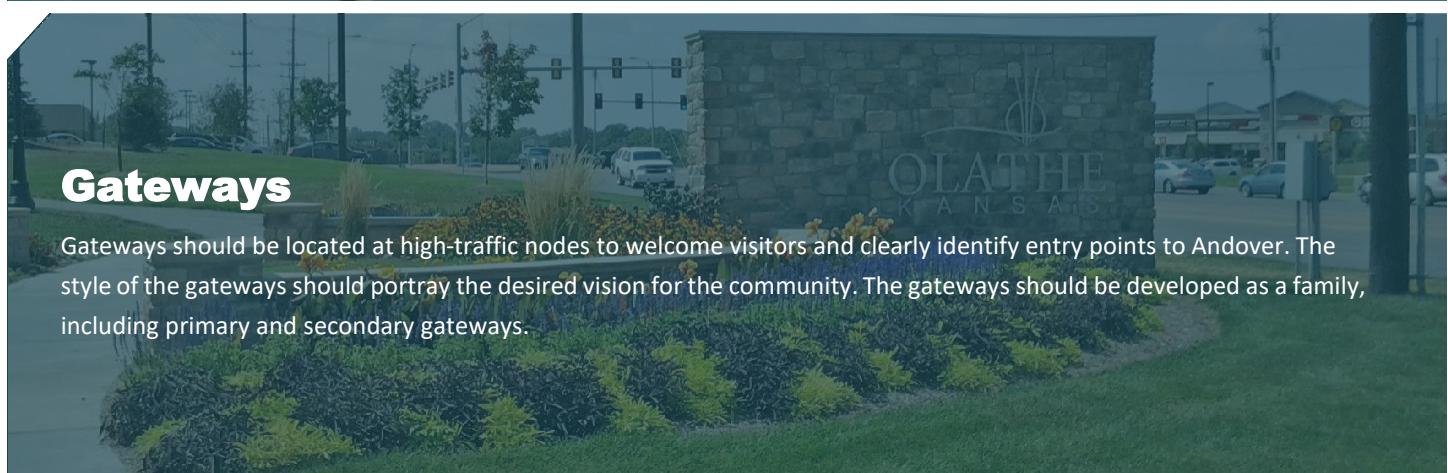
Site Furnishings

To create an inviting area for pedestrians, the streetscape should incorporate site furnishings, such as benches and other forms of seating, trash and recycling receptacles, bike racks, informational directories or kiosks, and accent lighting. These furnishings should be predominantly located within small plazas or gathering spaces at the corners of major nodes with high levels of pedestrian traffic.



Lighting

Effective lighting can create a feeling of safety, be a defining characteristic of the streetscape rhythm, and provide an opportunity for branding integration via light pole banners. The addition of pedestrian lighting in and around major nodes and accent lighting for public art or gateway monumentation will add warmth and a feeling of safety to key areas of Andover.



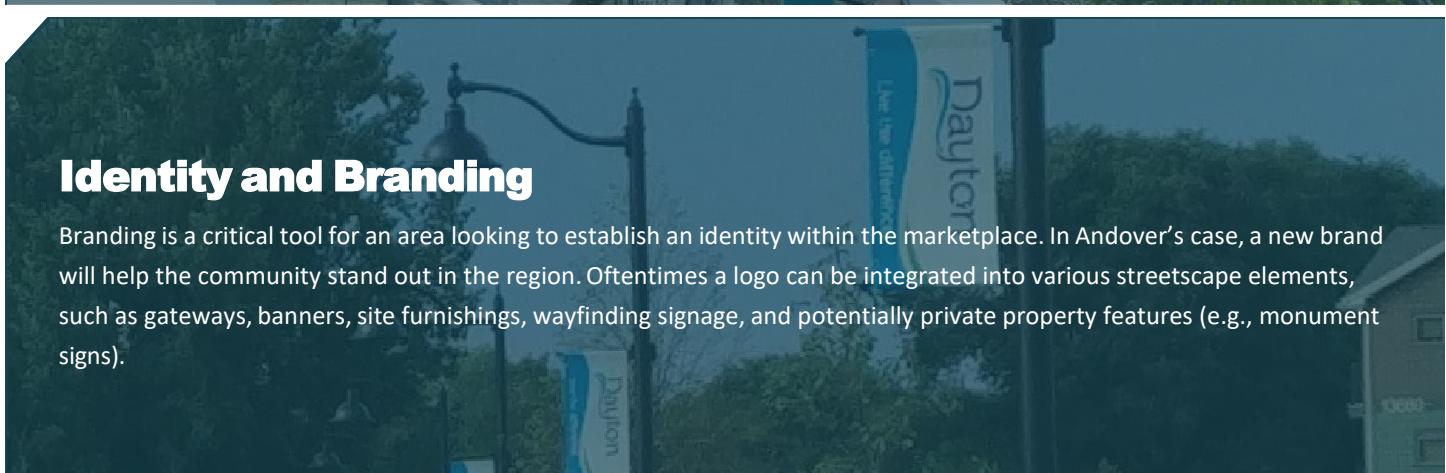
Gateways

Gateways should be located at high-traffic nodes to welcome visitors and clearly identify entry points to Andover. The style of the gateways should portray the desired vision for the community. The gateways should be developed as a family, including primary and secondary gateways.



Wayfinding

Wayfinding signage is informative yet can also reinforce a community's brand and identity. This signage, at the vehicular level, can direct drivers to area attractions, amenities, services, and places of significance. Pedestrian wayfinding should focus on businesses and attractions that are within a walkable distance. The aesthetic of vehicular and pedestrian wayfinding signage should coordinate with the desired brand of the City of Andover.



Identity and Branding

Branding is a critical tool for an area looking to establish an identity within the marketplace. In Andover's case, a new brand will help the community stand out in the region. Oftentimes a logo can be integrated into various streetscape elements, such as gateways, banners, site furnishings, wayfinding signage, and potentially private property features (e.g., monument signs).



Public Art

As new streetscape improvements are made, careful consideration should be given to determining the best way to effectively plan for both permanent and temporary art installations within the community.





“It is an exciting time for our Andover community, as we envision what the future may hold. The outstanding schools, vibrant business community, friendly people, and access to high-quality services make Andover a destination for families and professionals. There are so many opportunities to be involved and connect in Andover. We have so much to be grateful for.

- Andover resident

Comprehensive Plan Maintenance and Monitoring

This Plan is a living document, with the action plan being one of the most fluid components. As actions are completed or priorities shift based upon continued community input, staff member availability, and/or political will, this action plan (and other components of the Plan) should be regularly visited and modified.

In Kansas, planning commissions are required to review and reconsider comprehensive plans at least once a year and propose amendments, extensions, or additions to the plan, as necessary. Comprehensive plans can be amended as a whole or in parts. The required process for adopting amended plans is the same as the process for adopting the original plan.

Regardless of when minor or major amendments occur, an annual progress report should be created and presented to the public and elected bodies by the Community Development Department. This provides an opportunity to celebrate the successes and accomplishments of the Plan implementation process, note any minor amendments, and communicate what the priorities are for the coming year.

Lastly, City Council should take an active role in the ongoing maintenance and monitoring of the Plan by advocating for their constituents and communicating changes and updates to be made to the document.

Minor Amendments

Minor amendments to the Plan are those that relate to specific text or framework revisions that do not substantially impact other Plan goals or supporting policies. They can be initiated by the Community Development Department or City Council. Minor amendments can be identified and subsequently adopted on any timeline if City Council finds the changes to be justifiable, which could include necessary revisions to mapping, updates to statistical information that has changed, changes to city department structure, or other changes as appropriate.

Major Amendments

Major amendments are more substantive updates that influence the direction provided in the Plan. These can be initiated by the Community Development Department, the Planning Commission, City Council, or an individual's application. The Community Development Director would make a recommendation of the proposed amendments to the Planning Commission who would provide a recommendation to City Council.

Major amendments should not alter the overall intent of the Plan nor the values, goals, and strategies. Rather, major amendments focus on significantly changed conditions and/or further study that has been conducted that influences the implementation of the Plan.

How to Use the Action Plan

With the research and analysis that occurred and the public engagement that took place, now it is time to put the Plan to work. Adoption of this Plan is the first step to putting the recommendations into action to realize the vision set by the community.

Integral to implementation efforts are the following overarching sentiments:

This Plan as a Guiding Document

The Plan should be actively used and incorporated into daily decision making and policy guidance for future land use, development and redevelopment, transportation, community aesthetics, and streetscapes.

Engage Plan Champions

Maintain active participation from members of the Comprehensive Plan Stakeholder Group and Technical Committee who championed the Plan during the process and can provide excitement and momentum during implementation.

Active Communication

Implementation strategies must be shared transparently amongst city staff members, community leaders, and residents.

Celebrate Little Wins

Celebrate the early advancements of the Plan's vision and understand the long-term plan to **ACTIVATE ANDOVER!**

The action plan is organized as a series of matrices to clearly lay out the steps that will advance the Plan. Although each recommendation is inherently interrelated, action steps are organized by the six values:

- Growing Economy + Widespread Opportunity (**Table 6.1**)
- Robust Neighborhoods + Attainable Housing (**Table 6.2**)
- Connected Neighborhoods + Efficient Transportation (**Table 6.3**)
- Vibrant Lifestyles + Distinctive Identities (**Table 6.4**)
- Sustainable Design + Environmental Stewardship (**Table 6.5**)
- Effective Government + Public Participation (**Table 6.6**)

Specific actions are described that, when completed, will help advance the goals, strategies, and recommendations set forth in the Plan. For each action described, there is an accompanying responsible party/parties, recommended time frame to complete the action, and resources required to do so.

Action

Describes the project, program, policy, or process that advances the intended action to complete or strategy to implement.

Participants

The implementation of the Plan is a collaborative effort and one that extends beyond city staff members (although their involvement is critical to leading or initiating many actions). Planning Commission and City Council also play a role in each action to educate and advocate for community members. This element of the action plan identifies roles and responsibilities in advancing the described action or strategy, including both the owner/lead of the action, as well as those who play a supporting role.

Timing

Implementation takes time and some actions require more effort than others. This part of the action plan states when an action should be completed to maintain community momentum and implement actions that are necessary to complete other identified actions.

- **Short-Term (*0 to 3 years*):** To be completed or started within the first three years of Plan adoption. These actions directly advance other actions and/or address critical issues.
- **Long-Term (*3 or more years*):** To be completed or started three or more years after Plan adoption.
- **Continuous (*ongoing*):** These actions are ongoing efforts either already underway or to be integrated into day-to-day staff opportunities.

Investment

The resources necessary to see a task through include city staff time, collaborations or partnerships, existing funding streams, the securement of new funding mechanisms, outside support, or some combination thereof.

Action Plan

TABLE 6.1 GROWING ECONOMY + WIDESPREAD OPPORTUNITY

ACTION	PARTICIPANTS	TIMING	INVESTMENT
FOCUS ON BUSINESS RECRUITMENT AND RETENTION			
Work with the Andover Area Chamber of Commerce to create a business recruitment and retention strategy. Identify businesses and target industries that align with the community's vision. Promote available incentives to individuals, property owners, and organizations seeking to open new businesses or expand existing businesses in Andover. Promote Andover as a desirable place to work.	Lead: City Administration Support: Andover Area Chamber of Commerce	Long-term	City staff time, outside support
CREATE ECONOMIC DEVELOPMENT DIRECTOR/DEPARTMENT			
Create a department for Economic Development within the city's department structure. Hire an Economic Development Director.	Lead: City Administration Support: N/A	Long-term	City staff time
KEEP SALES TAX LOCAL			
Support development of new retail space targeted at goods, services, and experiences people are leaving Andover for to help keep dollars local. Allow for development of those uses per the recommendations of the Place Type Framework Plan (see <i>Figure 3.1</i>). Develop appropriately, aligning with the community's vision, aesthetics, and values.	Lead: Planning and Zoning Support: City Administration, Andover Area Chamber of Commerce	Continuous	City staff time, outside support
ENHANCE COMMERCIAL OFFERINGS			
To support growing population and employment base, provide opportunities to grow and attract more Class A development to support future quality tenants resulting in a diversified tax base for the city. Consider alternative office and retail developments, such as mixed-use development, coworking spaces, and live-work buildings that appeal to variety of tenants and industries.	Lead: Planning and Zoning Support: City Administration, Andover Area Chamber of Commerce	Continuous	City staff time, outside support

TABLE 6.1 GROWING ECONOMY + WIDESPREAD OPPORTUNITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
UTILIZE PUBLIC PRIVATE PARTNERSHIPS			
To gain momentum for City Center development, consider structuring viable Public Private Partnerships (PPPs). A PPP is when the public sector and the private sector (typically a business) partner to solve a problem more efficiently and effectively than either could do on their own. PPPs come in many forms, including upfront incentives, tax abatements, publicly provided infrastructure, low-interest loans, grants, and many others. Explore PPPs that are most beneficial to the city's goals for City Center areas.	Lead: Planning and Zoning Support: City Administration, Andover Area Chamber of Commerce	Continuous	City staff time, outside support
SUPPORT THE TARGETED DENSIFICATION AND DIVERSIFICATION OF ANDOVER			
Continue to support local businesses and property owners in their effort to revitalize underutilized buildings and sites and attract and retain unique businesses, entertainment, and experiences. Encourage a balance between residential development and commercial, retail, office, and/or mixed-use. Consider tax abatements, permit fee waivers, density allotments, and other strategies to encourage the densification of City Center and City Corridor areas.	Lead: Planning and Zoning Support: City Administration, Andover Area Chamber of Commerce	Continuous	City staff time, outside support
SUPPORT AND BOLSTER EDUCATIONAL PROGRAM OPPORTUNITIES			
Support and bolster the efforts of participating in existing educational programs through Andover Center for Advanced Professional Studies (CAPS) and Butler Community College. Prioritize removing barriers to continued education offerings within the city. Pay attention to how existing programing and marketing could be better to provide opportunities for underserved students. Continue to promote programs/institutions by connecting potential students and appropriate programs.	Lead: Planning and Zoning Support: City Administration, Andover Center for Advanced Professional Studies, Butler Community College	Continuous	City staff time, outside support

TABLE 6.2 ROBUST NEIGHBORHOODS + ATTAINABLE HOUSING

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ALIGN CODES WITH COMPREHENSIVE PLAN			
Update the Unified Development Manual and City Code to align with and allow the implementation of the Comprehensive Plan.	Lead: Planning and Zoning Support: City Administration	Immediate	City staff time
SUPPORT AGING IN PLACE			
Encourage development that enhances the ability for Andover to provide transitional and long-term care options for seniors, including senior apartment communities, assisted living, nursing homes, memory care, and other advanced services. Developments that allow members to transition from one level of care to another, such as assisted living to nursing home, should be prioritized. This will make housing available for new populations to purchase while transitioning seniors into appropriate home formats that support their unique needs.	Lead: Planning and Zoning Support: City Administration	Short-term	City staff time
CLUSTER DENSITY STRATEGICALLY			
Align residential development with <i>Figure 3.1 Place Type Framework Plan</i> . Direct density and higher intensity uses along major transportation corridors and their intersections including Andover Road, I-35, and US 54/400. Development and redevelopment efforts should be focused along these major corridors, their intersections, and City Center and City Corridor Place Types areas to preserve open space, protect transitions from higher to lower intensity uses, and appropriately buffer larger footprint developments to neighboring uses. Review and update City Code and Unified Development Manual standards to allow clustered developments to utilize shared amenities (such as parking, sidewalks, etc.) and increase lot coverage to maximize site usage in areas planned for development.	Lead: Planning and Zoning Support: N/A	Immediate	City staff time

TABLE 6.2 ROBUST NEIGHBORHOODS + ATTAINABLE HOUSING (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
<i>PRESERVE EXISTING NEIGHBORHOODS</i>			
Preserve existing housing stock that supports important community needs particularly in older neighborhoods. Opportunities for infill and revitalization should be considered on a lot-by-lot or case-by-case bases. Available state and local incentive programs should be utilized in the revitalization of existing neighborhoods and housing stock.	Lead: Planning and Zoning Support: Code Enforcement	Immediate	City staff time
<i>DIVERSIFY HOUSING PRODUCTS</i>			
Support a wide mixture of both owner-occupied and rental housing products suitable for accommodating a broad population. Given the presence of existing infrastructure, infill and adaptive reuse opportunities should be prioritized over greenfield development. A variety of economic incentives could be offered to stimulate new home construction. Possible examples include tax abatement, waiving permit and utility connection fees, offering discounted lot prices, and public-private partnerships to assist in infrastructure improvements.	Lead: Planning and Zoning Support: Andover Area Chamber of Commerce	Continuous	City staff time, outside support

TABLE 6.3 CONNECTED NEIGHBORHOODS + EFFICIENT TRANSPORTATION

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ADOPT A COMPLETE STREETS POLICY			
Consider adoption of a complete streets policy to ensure the development of sustainable environment that considers all aspects of transportation in the design and implementation of street and related infrastructure projects. The foremost intent of a complete streets policy is to protect the health, safety, and well-being of residents and visitors, including those with disabilities. A complete streets policy should intend that the design and construction of all street projects should including complete street elements, as feasibility and funding allows.	Lead: Planning and Zoning Support: Street Department	Short-term	City staff time
DEVELOP A TRANSPORTATION MASTER PLAN			
Prioritize development of a transportation master plan based on the improvements identified in <i>Figure 4.1</i> . The planning process should evaluate existing conditions and identify infrastructure needs to aid in evaluating and prioritizing the greatest network and transportation needs. An action plan to implement the recommended infrastructure investments and improvements is key to the plan development. Andover should find partnerships and funding opportunities to build support for the future roadway system and pedestrian/bicycle infrastructure.	Lead: Planning and Zoning Support: Street Department, KDOT	Immediate	City staff time, outside support
PREPARE FOR FUTURE TRANSPORTATION TECHNOLOGIES			
Take an active role in regional planning for higher-frequency transit and other investments that can enhance connections between Andover and surrounding growing communities. Monitor regional discussions related to electric vehicle charging infrastructure, autonomous vehicles, vertical take-off and landing drones, and other emerging technologies that could have a significant impact on the transportation network, parking requirements, and city investments in the decades to come.	Lead: Planning and Zoning Support: KDOT, WAMPO	Continuous	City staff time, outside support

TABLE 6.3 CONNECTED NEIGHBORHOODS + EFFICIENT TRANSPORTATION (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
COLLABORATE WITH REGIONAL TRANSPORTATION			
Actively monitor and participate in regional transportation planning efforts through WAMPO and the Wichita Chamber of Commerce Transportation Coalition. Assign a staff person (or two) to participate in regular meetings and advocate for Andover's transportation system (vehicular, bike, pedestrian, and – as needed – transit).	Lead: Planning and Zoning Support: City Administration, WAMPO, Wichita Chamber of Commerce Transportation Coalition	Continuous	City staff time, outside support

TABLE 6.4 VIBRANT LIFESTYLES + DISTINCTIVE IDENTITIES

ACTION	PARTICIPANTS	TIMING	INVESTMENT
PRIORITIZE CONNECTIONS IN UNDERSERVED NEIGHBORHOODS			
Continue the funding in the Capital Improvement Program for the construction and improvement of streets, sidewalk connections, wayfinding, and streetscape amenities. Prioritize older neighborhoods that lack connections to enhance multimodal options for residents.	Lead: Planning and Zoning Support: Street Department, Parks and Recreation	Short-term/ Continuous	City staff time
DEVELOP DESIGN GUIDELINES FOR STREETSCAPE ENHANCEMENTS			
Create Design Guidelines as a resource for developers, consultants, and city staff members to ensure that any streetscape enhancements in development or redevelopment projects are applied cohesively and align with the larger network. Ensure that design standards meet ADA requirements.	Lead: Planning and Zoning Support: Parks and Recreation, Street Department	Immediate	City staff time, outside support
INCREASE PUBLIC ART AND MONUMENTATION			
Support and promote the arts through events and both temporary and permanent installations to showcase the arts community. Integrate public art throughout the city with special emphasis on community gateways that define Andover, including along major corridors and public spaces. Work with local artists and consider both rotating and permanent displays.	Lead: Planning and Zoning Support: Parks and Recreation	Continous	City staff time, outside support

TABLE 6.4 VIBRANT LIFESTYLES + DISTINCTIVE IDENTITIES (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
PROMOTE NEIGHBORHOOD BEAUTIFICATION, REVITALIZATION, AND STABILIZATION			
Andover has strong and established neighborhoods that should not only be protected, but also supported in continued maintenance and upkeep. City code enforcement officers should be educated about what is and is not allowed in certain residential areas to maintain aesthetic and safety standards while supporting residents who struggle with the level of upkeep expected.	Lead: Code Enforcement Support: Planning and Zoning	Continuous	City staff time
SUPPORT HEALTH AND HUMAN SERVICES OFFERINGS			
Support the Butler County Health Department in their efforts to enhance programs and service offerings available to Andover residents. Increase marketing and availability of these programs to enhance awareness of existing resources while continually working to address unmet needs.	Lead: Butler County Department of Health Support: Communications	Continuous	City staff time, outside support
ENHANCE COMMUNITY PROGRAMMING			
Support and bolster the efforts of the existing Parks and Recreation programming and seek new opportunities and experiences for residents. Pay special attention to how future programs could better provide for underserved community members through discounted or free offerings, after-hours programming, and more. Work with local and regional partners to share opportunities and ideas.	Lead: Parks and Recreation Support: Planning and Zoning, Butler County Department of Health	Continuous	City staff time, outside support
SUPPORT THE CITY EVENT COORDINATOR POSITION			
Actively support the Event Coordinator position to focus on the planning and implementation of community programming. Having an event planner on city staff could play a key role in bolstering and expanding current programming for Andover residents. Consider the use of interns to support this role and, if needed, another staff member hire.	Lead: Parks and Recreation Support: City Administration	Immediate	Additional salaried city staff member position, City staff time

TABLE 6.5 SUSTAINABLE DESIGN + ENVIRONMENTAL STEWARDSHIP

ACTION	PARTICIPANTS	TIMING	INVESTMENT
SET A SUSTAINABILITY BASELINE			
Conduct a greenhouse gas inventory to understand the largest causes of emissions in Andover. Use the baseline to establish specific targets, such as reducing greenhouse gas (GHGs) emissions or the percentage of energy that comes from renewable resources and commit to monitoring the city's progress towards established targets over time.	Lead: Planning and Zoning Support: Butler County Community Development	Long-term	City staff time, outside support
EXPAND FOCUS ON REGIONAL SUSTAINABILITY INITIATIVES			
Partner with local and regional sources on sustainability initiatives the city should integrate into daily operations. Work with the Environmental Health Division of the Butler County Community Development Department, WAMPO, and the Sedgwick County Environmental Resources Department to understand what sustainability initiatives are appropriate for the City of Andover.	Lead: Planning and Zoning Support: Butler County Community Development; WAMPO, Sedgwick County Environmental Resources	Long-term	City staff time
EXPAND AND STRENGTHEN PROTECTIONS FOR SENSITIVE ENVIRONMENTAL FEATURES AND OPEN SPACE			
Review and update the Unified Development Manual to include expanded protections for stream corridors, riverbanks, floodplain, and floodway areas. Identify and include other measures that reduce impermeable surfaces during the development and redevelopment process, such as exploring low-impact development (LID) for new developments and green infrastructure techniques that reduce impermeable surfaces and return stormwater to a natural state.	Lead: Planning and Zoning Support: Stormwater Department, Parks and Recreation	Continous	City staff time, outside support
CONDUCT AN UNDEVELOPED LAND STUDY			
Conduct an analysis of remaining undeveloped land in Andover to ascertain what areas are developable based upon environmental features, slope, infrastructure, topography, and more. An infrastructure capacity analysis should be incorporated as part of this effort to direct where future development should occur.	Lead: Planning and Zoning Support: Stormwater Department, Parks and Recreation, Street Department, Wastewater Department	Long-term	City staff time, outside support

TABLE 6.5 SUSTAINABLE DESIGN + ENVIRONMENTAL STEWARDSHIP (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
<i>INCREASE GREEN CONSTRUCTION AND BUILDING PROJECTS</i>			
Encourage building projects that integrate sustainable development practices (e.g., certain alternative energy components, site orientation practices, etc.). Examples include projects that achieve LEED certification, Living Building Challenge, Energy Star, BREEAM, Green Globes, NGBS Green, GreenGuard, or WELL Building Standard.	Lead: Building and Inspections Department Support: Planning and Zoning, Stormwater Department	Continous	City staff time, outside support
<i>EXPLORE ALTERNATIVE ENERGY OPTIONS</i>			
Provide opportunities and partnerships for land/property owners and developers who wish to install electric vehicle (EV) charging stations, solar panels, wind turbines, geothermal heating/cooling systems, and/or use alternative building practices. Rely on local and regional partners for best practices on this matter. Use incentives for alternative to attract new businesses to Andover.	Lead: Planning and Zoning Support: Butler County Community Development, Wastewater Department, Stormwater Department	Continous	City staff time, outside support

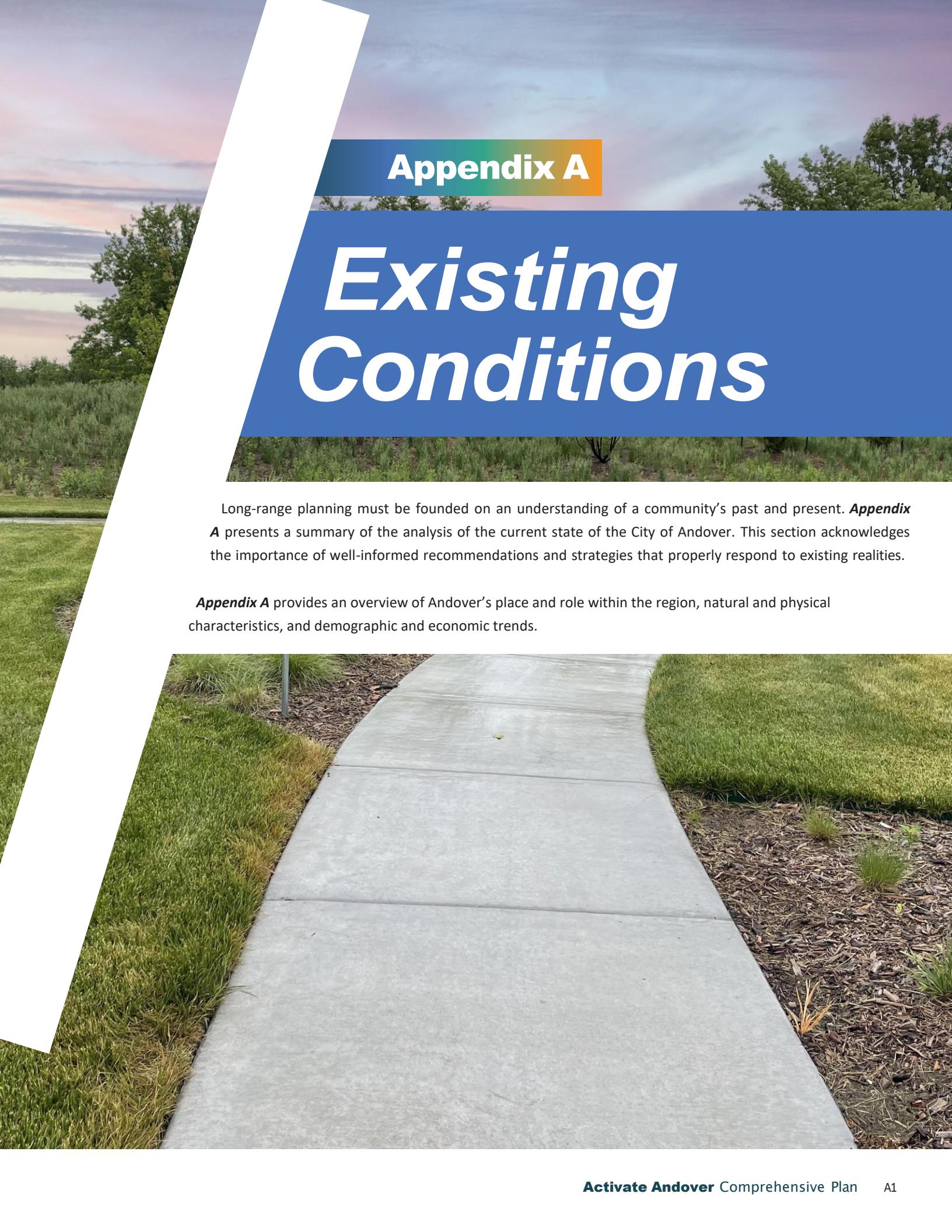
TABLE 6.6 EFFECTIVE GOVERNMENT + PUBLIC PARTICIPATION

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ALIGN DAY-TO-DAY DECISION-MAKING AND BUDGETING WITH THE COMPREHENSIVE PLAN			
Use the Place Type Framework Plan (see <i>Figure 3.1</i>) and accompanying place type descriptions to provide guidance on future development applications, site plans, and permits. Incorporate the use of the Place Type Framework into development review processes. Incorporate implementation of the Plan into the city's annual budget and Capital Improvement Program.	Lead: Planning and Zoning Support: City Administration	Continuous	City staff time
COMMUNICATE THE COMPREHENSIVE PLAN			
Ongoing communication about the Plan and its goals, strategies, recommendations, and implementation progress is critical to maintaining momentum and excitement. Elected leaders, city staff members, and the Andover community should be kept informed about the Plan and the status of its implementation. The Plan should be posted to the city's website and ActivateAndover.com, and updates or news related to the Plan should be posted on city social media accounts.	Lead: Communications Support: Planning and Zoning	Continuous	City staff time
EVALUATE AND ADAPT THE PUBLIC SAFETY HIRING PROCESS			
Monitor trends to ensure the public safety hiring process is efficient and attractive to the current generation of candidates entering the workforce. Evaluation of public safety staff should be focused on candidates' ability to cultivate community trust through transparent communication and outreach.	Lead: Police Department, Fire Department Support: City Administration	Immediate, Continuous	City staff time
DEVELOP A PUBLIC PARTICIPATION GUIDE			
Develop a public participation guide that directs the level of public participation for each type of city project, update, or initiative. Utilize the International Association of Public Participation's (IAP2) best practices in the development of this guide. Evaluate new technologies that create efficiency in city operations, decision-making, and citywide communication to assist with public participation. Consider a public participation platform/website to consolidate public participation efforts.	Lead: Communications (Public Information Officer) Support: Planning and Zoning, City Administration, Parks and Recreation	Short-term	City staff time

TABLE 6.6 EFFECTIVE GOVERNMENT + PUBLIC PARTICIPATION

ACTION	PARTICIPANTS	TIMING	INVESTMENT
<i>KEEP THE COMPREHENSIVE PLAN UPDATED</i>			
<p>The Plan should be reviewed on an ongoing basis. If, after analysis, it is recommended to be modified, it should be updated on the following timelines:</p> <ul style="list-style-type: none">• Annually. An internal annual review of minor updates should be conducted. City staff members, Planning Commission, and City Council should document issues to be reviewed based upon cases, initiatives, opportunities, and other pertinent information. Conduct an internal work session of these issues to incorporate them into an annual minor update of the Plan.• Five Years. Conduct an interim update of the Plan to bring the current Plan into alignment with the annual updates. The entire document should be reviewed for consistency with annual changes. This update could be conducted by city staff members or a professional planning consultant. This update assumes targeted and limited public engagement.• Ten Years. Based upon the rate of changes in demographics, growth, community vision, and other critical considerations, the city should develop a new Comprehensive Plan that is reflective of the community's desires and vision at that time. This update could be conducted by a professional consultant. This recommendation assumes significant public engagement.	Lead: Planning and Zoning Support: All city departments	Continuous	City staff time

PAGE INTENTIONALLY LEFT BLANK



Appendix A

Existing Conditions

Long-range planning must be founded on an understanding of a community's past and present. **Appendix A** presents a summary of the analysis of the current state of the City of Andover. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Appendix A provides an overview of Andover's place and role within the region, natural and physical characteristics, and demographic and economic trends.



Existing Land Use

Andover is in southeast Kansas, just east of Wichita, residing in Butler County. The city occupies approximately 10.6 square miles – or 6,457 acres – of land area on the outer edge of Wichita. Major roadways traversing Andover are I-35 (northeast to southwest) Andover Road (north to south), and US 54/400 (east to west).

Andover's current land uses reflect residential dispersed throughout the city with a heavier concentration of residential uses to the west of Andover Road, largely due to the greater amount of incorporated land area west of Andover Road. On the outer edges of the city, agriculture and open space land uses exist.

The Andover Road corridor features diverse land uses, as it traverses the entire city north to south. High density nodal development exists along the corridor, especially concentrated at the intersection of US 54/400 and Central Avenue. More strip-oriented commercial land uses exist alongside the east side of Andover Road from Central Avenue to 13th Street.

Along the I-35 corridor, civic/institutional and industrial/warehouse land uses are most prominent with one larger civic/institutional land use to the south of the city. Along US 54/400, land uses are largely commercial, with pockets of light industrial, agriculture, and multi-family residential.

Portions of Andover remain undeveloped, with large tracts of land located mostly in the northwest and directly east of Andover Road south of I-35. *Figure A.1* illustrates these land use patterns.

KEY TAKEAWAYS

Andover's existing land uses are heavily residential in nature with fairly concentrated areas of commercial, civic/institutional, and industrial along the major corridors of I-35, US 54/400, and Andover Road. Many of the outer portions of Andover are made up of agricultural/open space land uses, while other portions of Andover's land remain undeveloped to date.

O' : 110 1,320' 72"30 9,640'  NORTH

Data Sources: City of Allovör, Løq1c, ird t'IE C 5<or ,t J<1 o

Existing Land Use

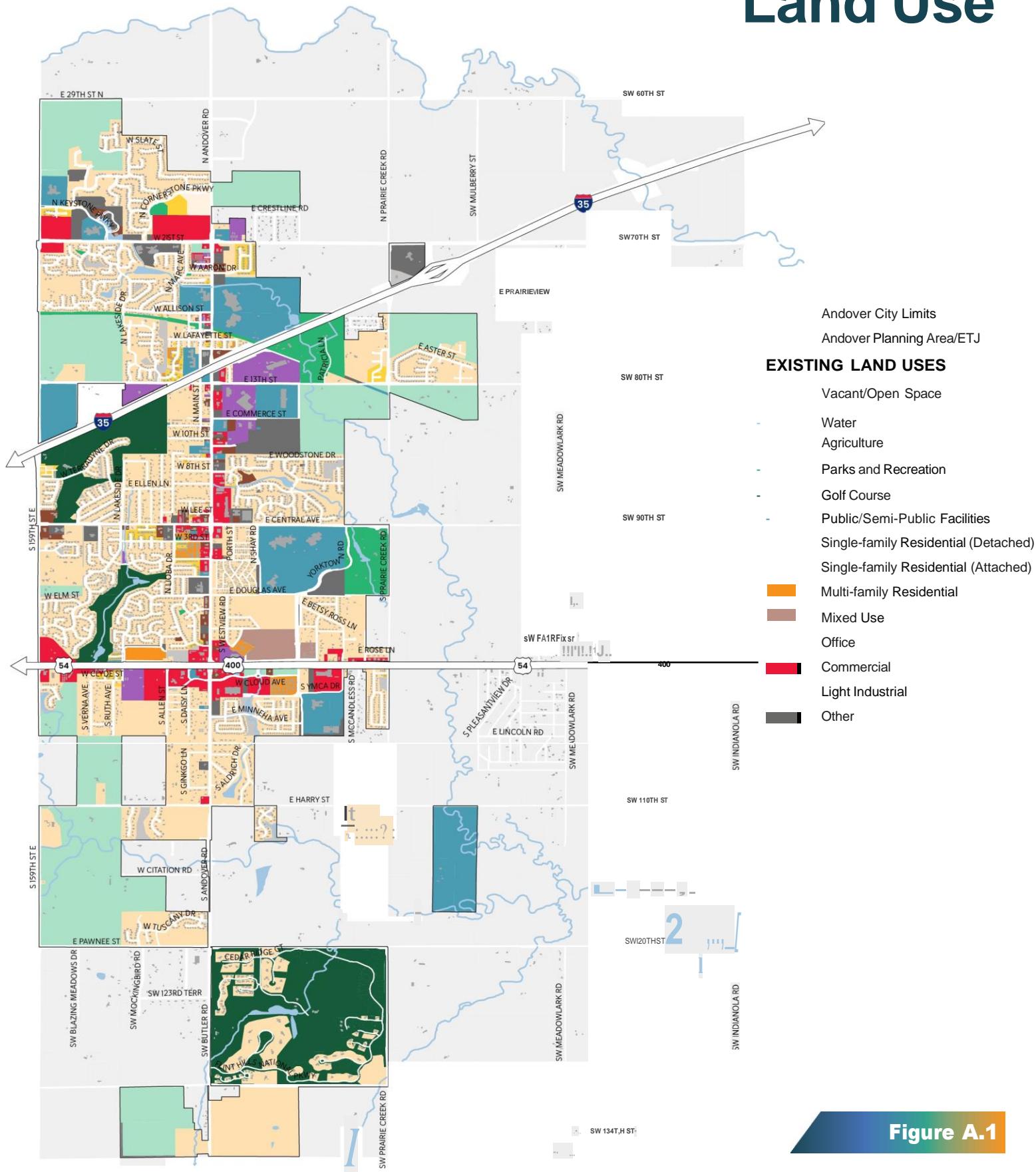


Figure A.1

Existing Zoning

Figure A.2 illustrates existing zoning within the community. Andover currently has 16 zoning districts and three (3) overlay zoning districts in the Unified Development Manual, which include:

- **A-1** Agricultural Transition
- **SF-1** Single-family Residential/Low Density
- **SF-2** Single-family Residential/Medium Density
- **SF-3** Single-family Residential/Zero Lot Line
- **MF-1** Single-family and Two-family Residential
- **MF-2** Attached Single-family Residential
- **MXR** Multiple-family/Mixed Residential Use
- **MH-1** Manufactured Home Park
- **B-1** Office Business
- **B-2** Neighborhood Business
- **MXN** Neighborhood Transition/Mixed-Use
- **B-3** Retail and Service Business
- **B-4** Central Business/Mixed-Use
- **B-5** Highway Corridor Mixed-Use Business
- **MXI** Mixed Industrial/Commercial
- **I-1** Industrial

Overlay Zoning Districts

- **ATO** Arterial Transition Overlay
- **PO** Protective Overlay
- **PUD** Planned Unit Development

Zoning district by acreage is provided from highest to lowest percentage of total acreage in **Table A.1**.

What is the difference between zoning and land use?

Land use reflects the current or desired development pattern in each area, where zoning districts specifically define and regulate what kinds of uses are allowed on specific parcels. Zoning codes outline the city development requirements.

O' 110 1,1320' 72°30' 9,640'  NORTH

Data Sources. City of A 11iov0r ir d•r0 01,<or ,t Jc o

Existing Zoning

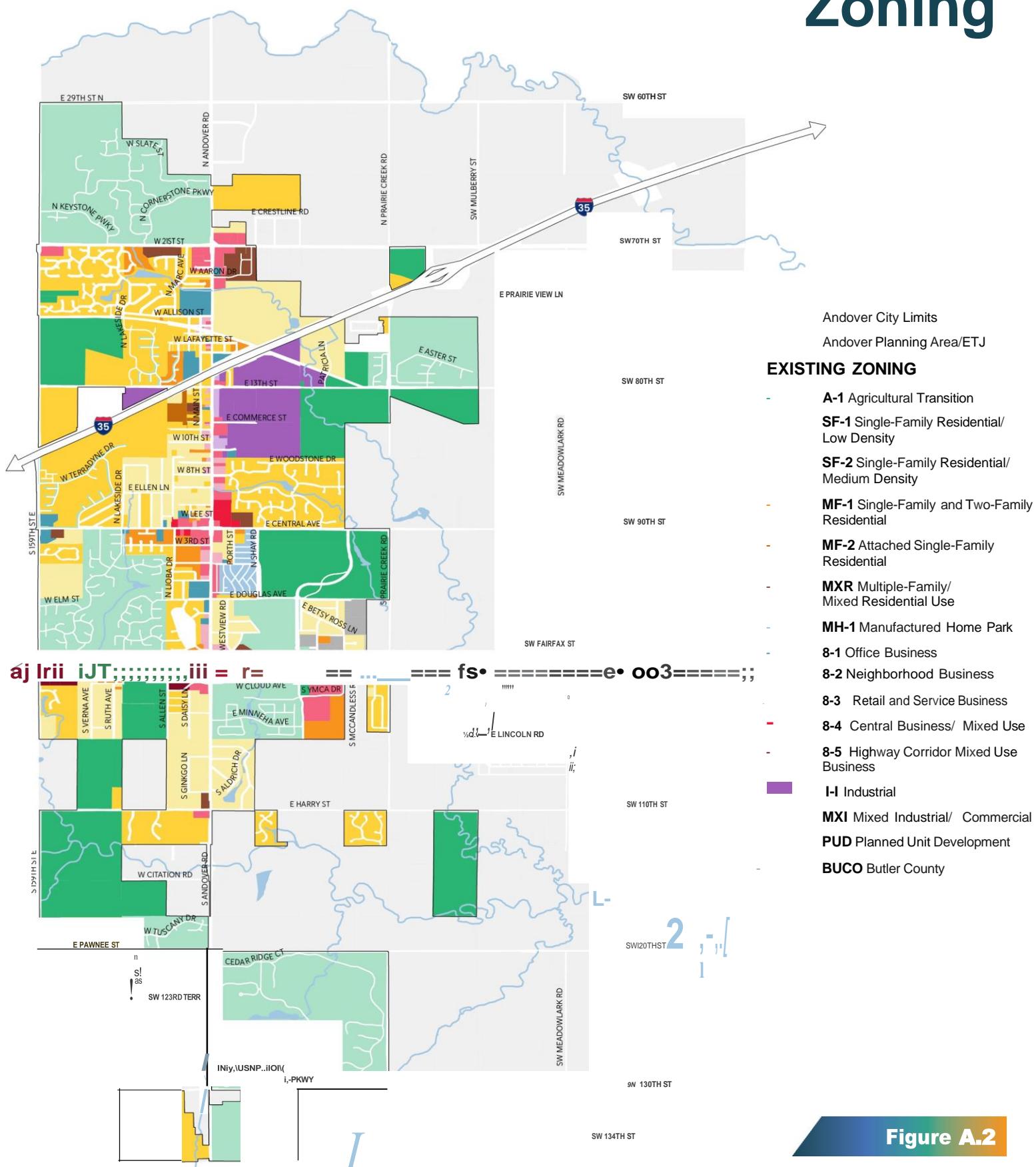


Figure A.2

Table A.1 Zoning District Breakdown By Acreage

Zoning District	Acres	Percentage of Total
SF-2 Single-family Residential/Medium Density	1145.14	33.43%
A-1 Agricultural Transition	890.14	25.98%
SF-1 Single-family Residential/Low Density	702.39	20.50%
I-1 Industrial	199.60	5.83%
B-3 Retail and Service Business	119.33	3.48%
MF-1 Single-family and Two-family Residential	120.84	3.53%
B-1 Office Business	29.54	0.86%
MXR Multiple-family/Mixed Residential Use	32.31	0.94%
MH-1 Manufactured Home Park	14.24	0.42%
B-5 Highway Corridor Mixed-Use Business	31.15	0.91%
B-2 Neighborhood Business	47.58	1.39%
B-4 Central Business/Mixed-Use	23.07	0.67%
MF-2 Attached Single-family Residential	57.33	1.67%
MXI Mixed Industrial/Commercial	13.01	0.38%

KEY TAKEAWAYS

Based on existing zoning, Andover Road serves as the major commercial corridor for Andover, just second to the US 54/400 corridor. B-2 Neighborhood Business District and B-3 Retail and Service District are the prominent districts along Andover Road. The most intense zoning (I-1 Industrial) is centered around the intersection of I-35 and Andover Road. The most intense commercial zoning district – B-5 Highway Corridor Mixed-Use Business – is located along the US 54/400 corridor.

Due to the slender nature of the city limits, the remainder of the land adjacent to these commercial and industrial districts is zoned for residential and open space uses. The city is largely zoned for single-family residential – low and medium density – with minimal land area designated for multi-family residential uses.

It should also be noted that the city does not have a specific zoning designation for parks or recreational uses. Parks are currently either located in areas zoned A-1 Agricultural Transition District or PUD Planned Unit Development.

Existing Parks, Recreation, and Destinations

Andover has several parks and recreational amenities and destinations, as shown in *Figure A.3*, that contribute to a high quality of life for residents and destination points for visitors. Unfortunately, some of these amenities were in the path of the April 2022 tornado and suffered notable damage. Areas for repair are considered in this Plan's recommendations.

Existing parks, recreation, and destination points include the following:

- **Central Park** is an 80-acre park surrounded by a network of walking paths and hiking trails that connect its various amenities, including an 18-hole disc golf course with both standard and pro-course putting distances, a dog park, picnic shelters, and a playground. **Lake George** is stocked with fish by the Kansas Department of Wildlife, Parks, and Tourism and has six fishing docks for use with a state-issued fishing license. **Capitol Federal Amphitheater®** is also located in Central Park and hosts a variety of outdoor concerts and events throughout the season. Just across the street from the amphitheater is **Andover Public Library** and City Hall.
- **13th Street Sports Park** has a variety of facilities for outdoor sports and recreation, including tennis courts, a basketball court, baseball fields, horseshoe pits, and soccer/multi-purpose fields. An indoor basketball court is available at the **Andover Community Center**, which hosts both sports leagues and community events (and is most frequently used for pickleball). Other park amenities include walking paths, a playground, a large picnic shelter, and a sprayground for warmer months. The 13th Street Sports Park is set to be redesigned into an adventurous destination park with year-round activities. This redesign includes three phases, which include the addition of five new ball diamonds, a concession stand/restroom building, a 240-space parking lot, a playground with adjacent picnic shelter, a basketball court, a sand volleyball court, the conversion of large areas of turf grass to native grass meadow, a network of multimodal trails, a large destination playground, a destination splash park, a pickleball complex, a “Great Lawn,” and the construction of a **new Andover Community Center**. This major redesign is being funded by a temporary (no more than eight years) one-percent sales tax that 68 percent of Andover voters approved on November 2, 2021. The sales tax is referred to as “Family Future Forward.”
- **Neighborhood and Mini Parks.** In addition to Central Park and the 13th Street Sports Park, Andover has three mini parks and one neighborhood park to provide walkable recreation areas among concentrated residential areas. **Andover Village Mini Park** is in the Andover Village Addition on Village Road and has a play and picnic area. **Andover Heights Mini Park** is located by the intersection of Marc Avenue and Aaron Drive and has a play and picnic area. **Williamsburg Mini Park** is located at Williamsburg Street and Jamestown Street and has a play area, picnic area, and a basketball court. **Andover Cornerstone Neighborhood Park** is located at the Cornerstone Parkway and Sandstone Street roundabout. The park includes a large playground, a pavilion, a full sized multipurpose field, and a basketball/pickleball court.

O' 2,410' 4,820' 9h40'

1 ire, r

Data Sources: City of Ardmore, d t'IE / s, on "gtL | 0

Existing Parks and Recreation Destinations

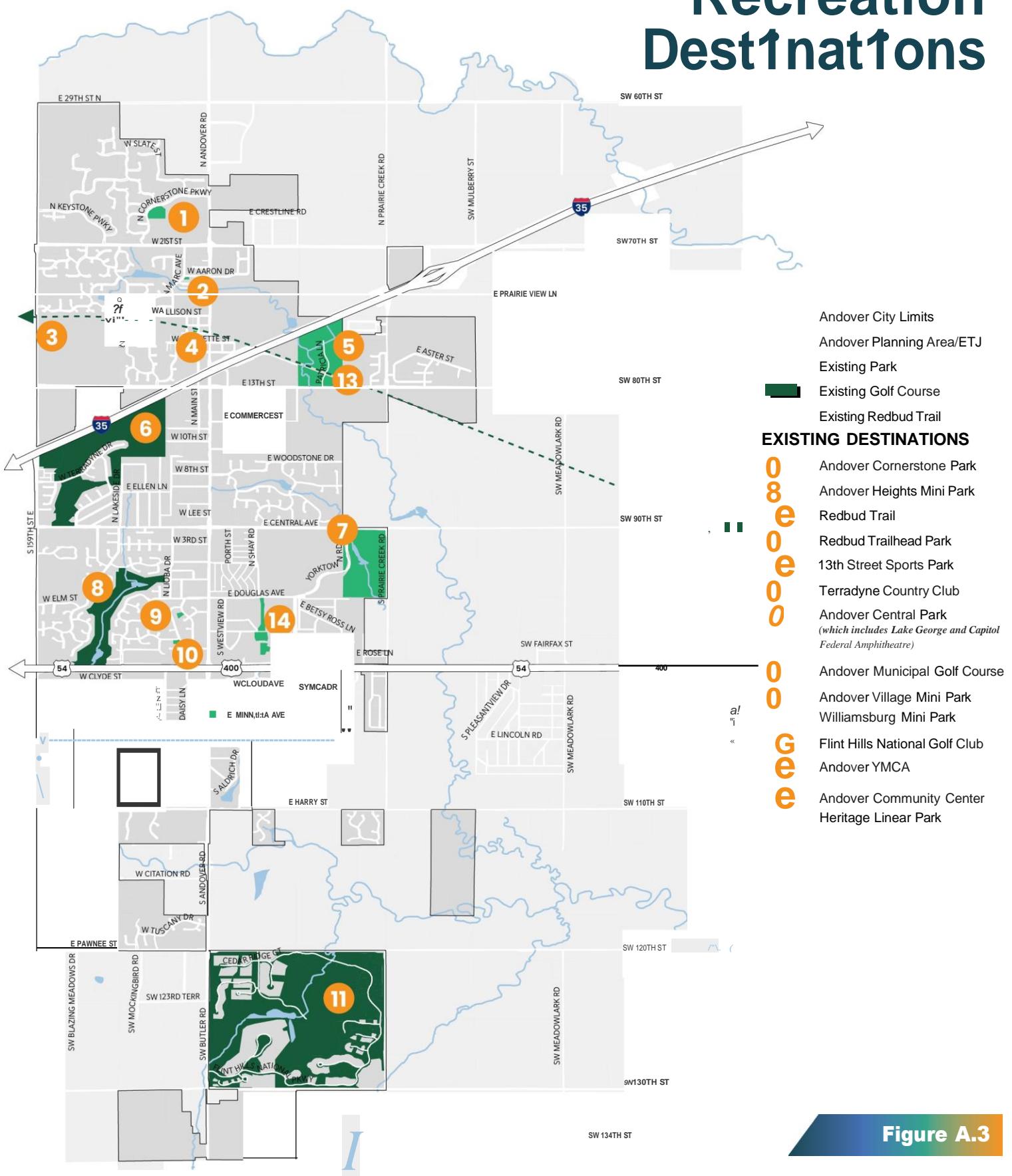


Figure A.3

- **Redbud Trail** is a 15.6-mile rail-trail that follows a former BNSF railway corridor. The trail starts in Wichita near Murdock Park, alongside the Wichita State University Campus, and continues east through Andover before officially concluding near the intersection of US 54/400 and Santa Fe Lake Road. The Andover-managed portion of the trail is approximately six miles long. The trail is paved in sections but is otherwise surfaced with crushed limestone or gravel. **Redbud Trailhead Park** is located at 1601 North Main Street and provides a pavilion, historical sign, and parking for trail users. Andover Augusta Rail Trail Initiative, a grassroots citizen group, helped create and currently maintains the Redbud Trail through Andover. In the long-term, the trail will also connect to the Redbud Trail in Wichita for a total of more than 20 miles of trail.
- **Andover YMCA** is located southeast of the intersection of Andover Road and US 54/400. The building suffered severe damage during the April 2022 tornado and, at the time of writing this document, is temporarily closed while undergoing repairs.
- Andover is home to **three golf courses**, two of which are nationally recognized and offer several of their own membership amenities. **Andover Municipal Golf Course** is a public 9-hole par 33 course. The community golf course was established in 1988 and has discounted daily admission fees for Andover residents. **Terradyne Country Club** is located on the west side of Andover and has an award-winning 18-hole golf course, along with a clubhouse, pool, tennis courts, and restaurants. Some of the club's amenities are available without membership. **Flint Hills National Golf Club** is a private golf retreat located at the southeastern boundary of Andover and is exclusive to club members. It is currently ranked 85th in Golf Digest's 100 Greatest Courses.

KEY TAKEAWAYS

Andover provides a wide variety of community facilities (public and privately owned) for its residents and visitors. The April 2022 tornado crossed through Central Park and caused significant damage to the dog park, shelters, and parts of the disc golf course, along with minor damage to City Hall. The Andover Central Park Lodge and the YMCA building will require total rebuild due to the tornado's destruction. The inclusion of neighborhood and mini parks shows that effort has been made to increase recreational opportunities in various parts of the city. The Redbud Trail, recent construction of Redbud Trailhead Park, and ongoing trail upgrades along the entire corridor demonstrates commitment to both increasing outdoor recreation opportunities and improving multimodal infrastructure within Andover and beyond.

Existing Transportation and Connectivity

Roadway Network

The city's roadway network consists primarily of streets constructed as residential neighborhoods that were created with minimal street grid, as shown in *Figure A.4*. This construction style has limited the number of contiguous streets available in the community to one-mile spacing for east-west roadways and has resulted in only two north-south streets for the city, 159th Street and Andover Road. Andover Road is one of the busiest roadways in the city, being four lanes wide and carrying upwards of 20,000 vehicles per day.

The construction of Yorktown Parkway, an additional north-south connection in Andover, was completed in the fall of 2019, and connects Central Avenue to US 54/400. This connection aided the need for additional north-south connections within the city, though it does not run the entire course of the city.

The primary regional access roadway is US 54/400, through the middle of the city, which connects residents to the other regional roadways, such as Kansas Highway 96 (K-96), and direct access to the heart of Wichita. This corridor has been the focus of previous studies that have proposed further building out the roadway to a six-lane, grade separated freeway. The Kansas Turnpike, I-35, also cuts through the northern portion of the city, however its only access point for Andover is off 21st Street.

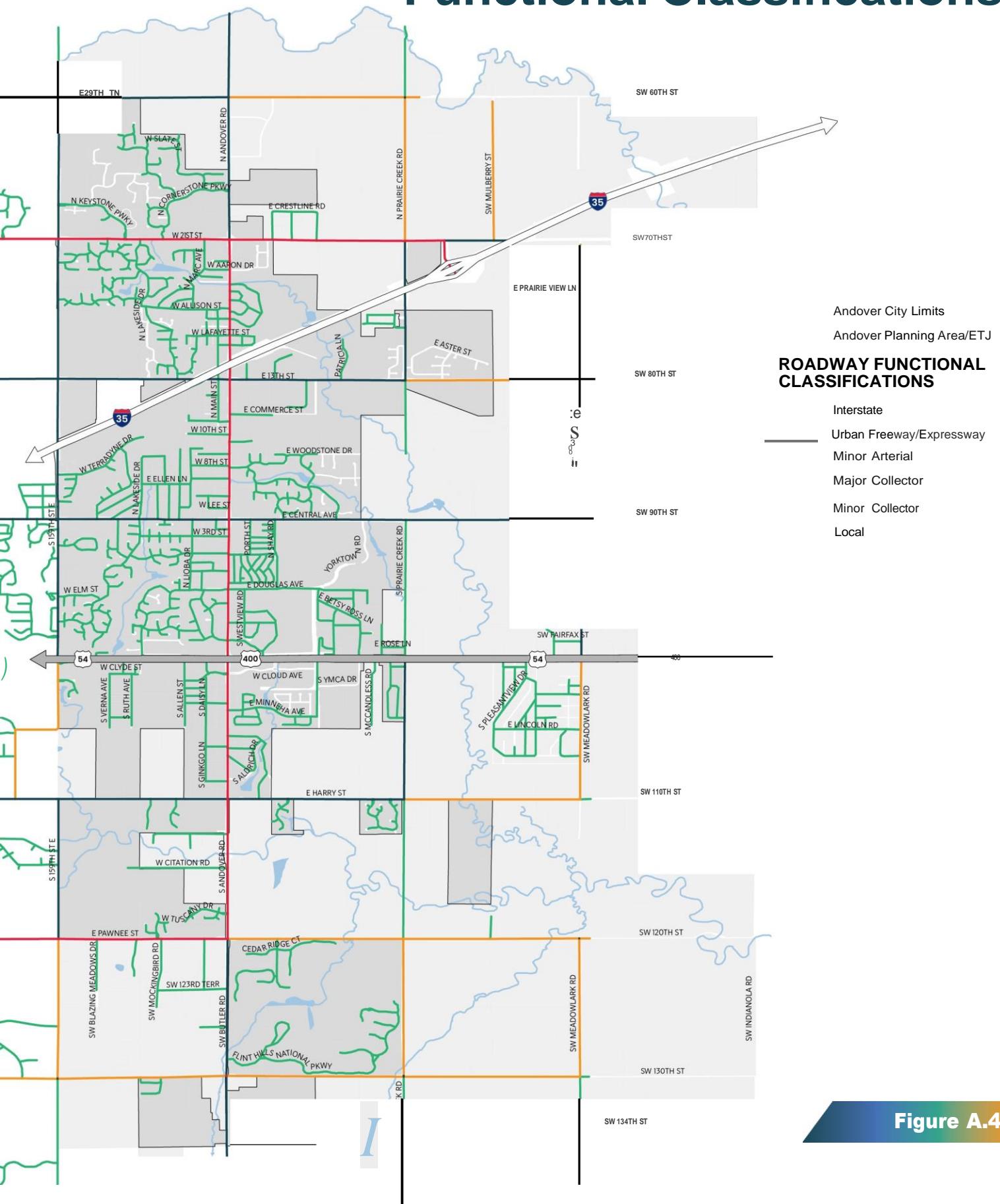


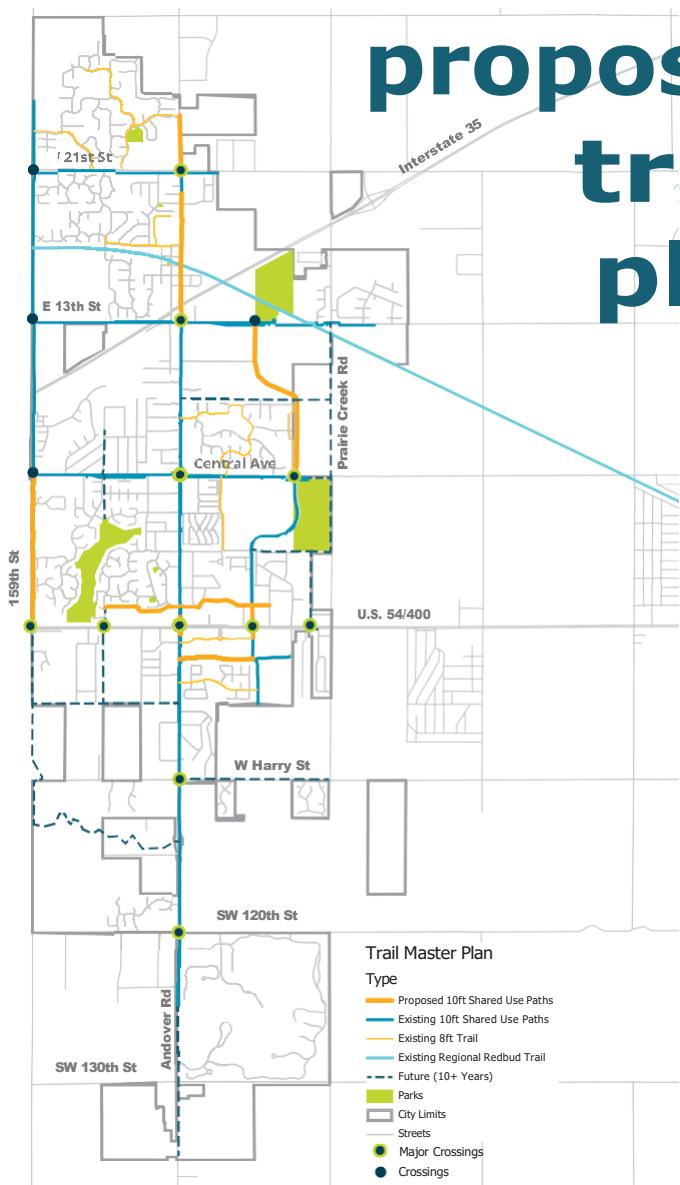
0' 2,410' 4,820' 9h40'

1 in 1'

Data Sources: City of Andover, W1r1r1i
A Ee MP rmpn, 2r1r1r1r J, q.ir ze' 1n11,
21rt t ip Ole;n11 c udin

Existing Roadway Functional Classifications





proposed trail plan

Active Transportation

Andover's residents rely primarily on automobiles for their daily commute. However, between 40 percent and 60 percent of people in every community need or want transportation alternatives to driving, such as low-income households where transportation costs are a significant burden, people with disabilities who cannot drive, adolescents and elderly, families with pets, and those that want to walk recreationally for health and enjoyment (per the 2018 national poll from National Aging and Disability Transportation Center).

The city has invested in trails throughout the community and recently completed the Andover Parks and Recreation Playbook 2030 to identify existing and future trails that will help to fulfill these resident needs and desires. **Figure A.5** shows the existing and proposed trail system that resulted from that plan.

Figure A.5 **Proposed Trail Network per Andover Parks and Recreation Playbook 2030**

Andover has built approximately 17.91 miles of trails, which do not include the portions of the Redbud Trail that are maintained by Andover or the trails within individual parks. The trails that have been developed follow existing roadways, such as Andover Road, 159th Street, and Central Avenue, but are all off-street. Despite the existing trail system, some connectivity gaps still exist, including:

- Connections across US 54/400,
- Northern trail connections to Cornerstone Neighborhood Park,
- Additional east-west connections, and
- Trails that allow for more of a recreational experience, rather than just used for transportation.

Public Transportation

Butler County provides a regular round trip between Wichita and Andover, Monday to Friday from 8:30 a.m. until noon. Riders must call ahead to reserve a seat, as it is not a full fixed-route transit service. Trips within Andover are 50 cents per stop, and trips to Wichita cost four dollars each way.

On-Demand Transit

Some options exist for Andover residents to access curb-to-curb public transit service. Such options include services provided by Butler County Department on Aging (DOA), Sedgwick County DOA, and Harvey County DOA. Each of these providers offer service Monday through Friday, to anyone of any age. However, in many cases, children under the age of 18 must be accompanied by an adult, and children under eight years old or under 80 pounds must be secured in a child safety seat. Price varies by service and is based upon the length of the trip.

Railroads

There are no longer any rail lines that service Andover. The previous Burlington Northern-Santa Fe (BNSF) rail line that reached into Andover on the north side of town was converted into the Redbud Trail.

KEY TAKEAWAYS

Residents have multiple east-west commuter road options into Wichita, including US 54/400, I-35, Central Avenue, 13th Street, 21st Street, and Harry Street. The limited north-south road connectivity, spread out nature of the city, and no regular transit provisions are indicators that the city is susceptible to commuter congestion. Full buildout of the Parks and Recreation Playbook 2030 trails network will provide alternatives for local trips but may not significantly impact commuter mode split.

Existing Natural Features

The natural environment is a critical consideration for future community planning efforts for multiple reasons, including its impact on developable areas, natural hazard risk mitigation, the efficiency of ecological services, and more. This subsection of the Plan briefly describes the environmental features of Andover and existing risks and opportunities associated with the natural landscape of the area. The existing natural features within and surrounding Andover are illustrated in *Figure A.6*. Andover has several natural water features and associated flood risks throughout its footprint.

Floodways and Floodplains

Flood risk has been mapped throughout the city through the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program. FEMA typically identifies flood-prone areas through detailed hydrologic and hydraulic modeling and occasionally through approximate methods to assist with planning, management, and risk assessment within watersheds.

Based on FEMA's assessments, portions of Andover reside within a regulatory floodway, primarily on the southern portion of the city along Fourmile Creek, on the west side near Terradyne Country Club, and on the northeast side by Andover High School. These areas of regulatory floodway largely overlap with areas that have a One-Percent Annual Chance of Flood Hazard. In response to these floodways, the City of Andover regulates some development activity within and near floodplains and requires a separate Floodplain Development Permit and a checkbox for "Floodplain" on the city's Site Permit Application in response to the city zoning ordinance, which includes a Floodplain District. The district includes the sections of Andover that are most susceptible to flooding, which require additional review or restrictions before development takes place.

O' 2,410' 4,820' 7,230' 9,640'

NORTH

Existing Natural Features

Data Sources: City of Andover, Federal Emergency Management Agency, U.S. Fish and Wildlife Service, and the Olsson Studio

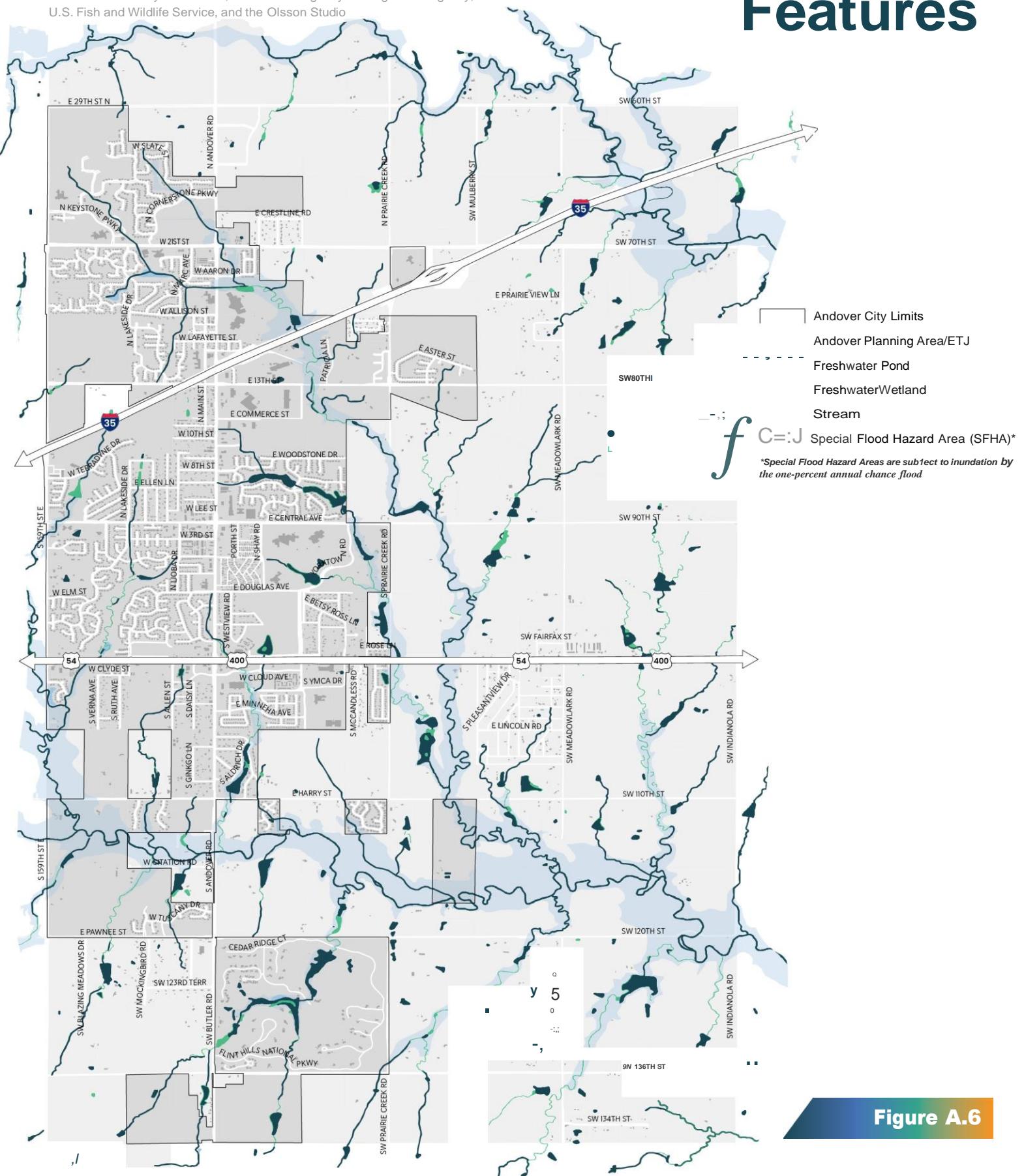


Figure A.6

Waterbodies and Waterways

Natural water features, including waterbodies and waterways, are dispersed throughout the city. Andover contains a series of small lakes and creeks that run through the city. Two tributaries of Walnut River flow through Andover, including Republican Creek and Fourmile Creek/Spring Branch Creek, each of which stems out of Wichita, Kansas and flows southeast, joining together in the southern portion of Andover, and continuing southeast toward U.S. Highway 77 to join Walnut River in Augusta, Kansas.

The creeks are largely surrounded by freshwater vegetation, intersecting with residential and agricultural land uses throughout Andover, running beneath Andover Road on the south side of the city. The two creeks and their associated vegetation permeate the southern portion of the city, shaping development in surrounding areas and extending out to the east and west sides of city boundaries. Other creeks and water bodies permeate the surrounding area including Dry Creek, which runs just north of Andover and into Santa Fe Lake to the east of the city. This creek system causes Andover to be susceptible to flash flooding, shaping the Floodplain District and associated development criteria.

Ponds can also be found intermittently throughout the city among residential, commercial, and agricultural land uses. Many of these are lakes are in the Flint Hills National Golf Club on the south side of the city, throughout the residential and undeveloped land south of US 54/400, in the central residential portion of the city near residential neighborhoods and within Terradyne County Club, and throughout the very northern part of the city near residential development.

KEY TAKEAWAYS

Andover's southern sector is shaped by the presence of Fourmile Creek and its associated vegetation and floodplain. The majority of Andover's regulatory floodplain is associated with Fourmile Creek, with some overlap on the western and northeastern portions of the city and outside of city limits, which has the potential to impact development and land uses in the future. Andover is also home to several lakes and waterbodies interspersed throughout the city, several of which are attractions in residential neighborhoods or located near golf courses. These lakes contribute to the city's natural features, biodiversity, and stormwater detention.

Existing Community Health and Quality of Life

Andover currently is the largest city within Butler County and is ranked one of the healthiest cities in Kansas. According to The County Health Rankings and Roadmaps (CHR&R) program, Butler County is ranked 20th in health factors (e.g., how long people live, how healthy they feel while alive, etc.) and 39th in health factors (e.g., health behaviors, clinical care, social and economic factors, physical environment, etc.) out of 104 Kansas counties included in the assessment.

Access to Healthcare

The Andover community has access to several healthcare offices and facilities with comprehensive care available through the Kansas Medical Center. The Kansas Medical Center Emergency Department, which serves Andover and northwest Wichita is open 24 hours a day, seven days a week.

Recreational Choices

The *Andover Parks and Recreation Playbook 2030* reviewed the entirety of Andover's parks and recreation system and determined the system includes four mini parks, one neighborhood park, and three community parks. Definitions of each park type are based on the National Recreation and Park Association's (NRPA) Park, Open Space, and Greenway Guidelines. These guidelines classify parks based on the type of amenities offered, as well as the acreage of the park. These two factors are then correlated to the amount of people the park has the potential to serve. The potential number of residents per park classification is turned into a radius unique to a community to show the approximate level of service surrounding each type of park. Mini parks have a radius of 0.25 miles, neighborhood parks with 0.5 miles, and community parks have a radius of 2.5 miles.

Andover's population is currently served by mostly community parks, as can be seen in **Figure A.7**. The mini parks and neighborhood park do not have a large service area and only offer immediate access of their amenities to the surrounding area, while most of the city is served by 13th Street Sports Park, Central Park, and Municipal Golf Course. Though the combined service area covers most of the city (see **Figure A.8**), there is not a large variety of park types that are available to the community and a few gaps still exist.

The biggest gap in the system is south of US 54/400. There are no parks south of the highway, small or otherwise. The Flint Hills National Golf Club and the surrounding neighborhoods on the most southern end of the city fall outside of the service area altogether. Additionally, the community identified a gap in nature-oriented amenities.

Figure A.7

Community Amenity Service Area per Andover Parks and Recreation Playbook 2030



Figure A.8

Combined Service Areas per Andover Parks and Recreation Playbook 2030



KEY TAKEAWAYS

Based on the NRPA's park metrics, Andover appears to offer an appropriate quantity of park properties and facilities to its residents with 1,632 residents per park and 15.0 acres of parkland per 1,000 residents. Additionally, Andover offers its residents with what appear to be the most population programming opportunities nationwide, such as themed special events and team sports. However, Andover does not provide some of the top five most offered nationwide programs including health and wellness education and fitness enhancement classes.

Existing Utilities

To ensure the proper infrastructure for future development, redevelopment, or maintenance as the population grows, it is necessary to review the existing utility infrastructure within the city. **Figure A.10** illustrates, in part, the existing utilities within the city.

Water

Water mains throughout the city are owned and maintained by the City of Andover. The City of Wichita owns the water meters and collects the revenue from the sale of water. The current contract for the City of Wichita to provide water to Andover will expire in 2031. Approximately five percent of the City of Andover is served by Butler Rural Water District (RWD) #5. Both the City of Wichita and RWD #5 have access to water to accommodate expected future growth.

Wastewater

The City of Andover operates a single wastewater treatment plant and has approximately 105 miles of sewer lines. The city's collection system is an all-gravity system with no lift stations utilized. The city completed a Wastewater Master Plan in 2021. The Wastewater Master Plan recommended modifications to the existing wastewater treatment plant to accommodate both growth in population and maintain regulatory requirements. In 2022, the city retained engineering services for design and expansion of the wastewater treatment plant. The expected completion of the wastewater treatment plant expansion project is 2025. The design will allow for a per-day-flow of 1.8 million gallons, which will handle expected population growth for the next 20 years.

Stormwater

The majority of the city's stormsewer system is less than 30 years old and constructed from concrete pipe with a life expectancy greater than 100 years. The system is designed to handle one percent rain events adequately. The city operates a stormwater utility with the primary role of the department being compliance with the National Pollution Discharge Elimination System (NPDES) permit issued by the State of Kansas for the Environmental Protection Agency (EPA). The City of Andover has a citywide Stormwater Pollution Prevention Plan (SWPPP) to help achieve compliance and control water pollution. Compliance includes regular street cleaning, regulation to prevent sediment runoff from on-going construction, and installations of permanent post-development best management practices (BMPs).

Electric

The city's electric services are generally provided by Evergy, while approximately 10 percent of the city is served by Butler Rural Electric (BREC). The city's electrical power is most commonly distributed via transmission lines, utility poles, and underground conduit.

Natural Gas

Natural gas is provided to the city via underground transmission lines by Kansas Gas Service.

Telecommunications

Telecommunications infrastructure is provided by AT&T and Cox Communications via underground cables and above-ground utility poles owned and maintained by the electric provider. AT&T and Cox Communications have performed system upgrades to fiber in many of the existing neighborhoods throughout the city.

O' 2,410' 4,820' 9h40'

1 ire r

Data Sources: City of Ardmore, *Ardoe* (1850) on "gtL1o

Existing Utility Infrastructure

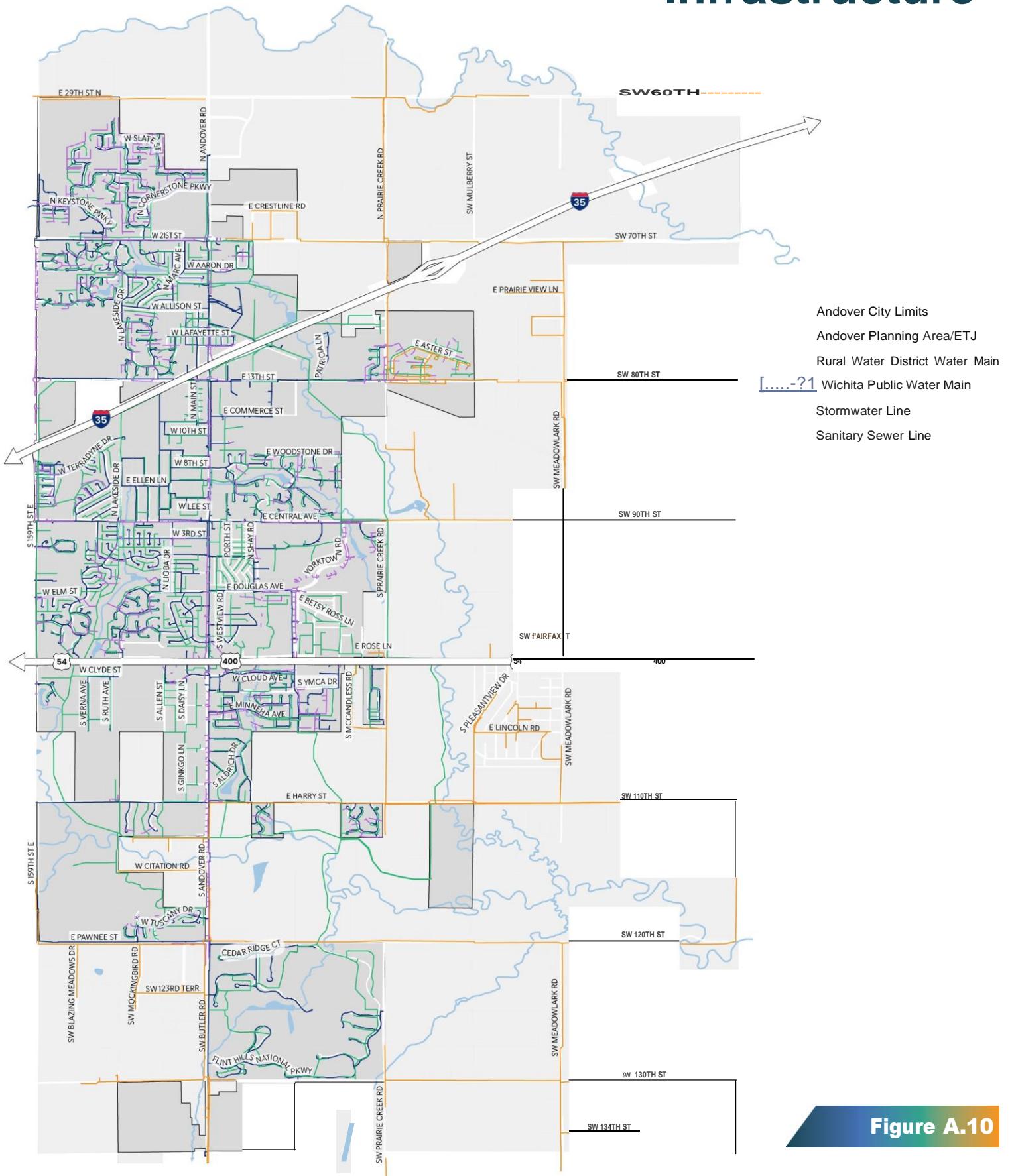


Figure A.10

Existing Demographics

Due to its high quality of life and proximity to Wichita, Andover has seen rapid population growth since the 1980s. It is anticipated that Andover will continue to see an escalating population and employment growth for the next twenty years. As part of the analysis of existing conditions, a full Economic and Market Analysis was completed and is provided in [Appendix E](#). The following subsections overview the Economic and Market Analysis' findings.

Population Growth

Andover has grown rapidly over the past 30 years, more than tripling the total population from the late 1980s. During the 1990s, the city saw a 44.5 percent increase in population, adding 1,246 residents to the community. By 2010, an additional 5,093 residents called Andover their home. From 2010 to 2020, Andover's population grew 26.3 percent, adding 3,101 residents for a total population of 14,892 residents, as seen in [Figure A.11](#).

The Wichita Area Metropolitan Planning Organization (WAMPO) forecasts that Andover's population will be 19,231 residents by 2035. The U.S. Census Bureau estimated Andover's 2021 population to be approximately 15,435 residents. By 2031, Andover's population is conservatively forecast to add 3,752 new residents, as shown in [Figure A.11](#). Under a more optimistic scenario, Andover's population will grow at an annualized rate of 2.6 percent, yielding 4,517 new residents through 2031.

Figure A.11

Andover, Kansas Population Trends

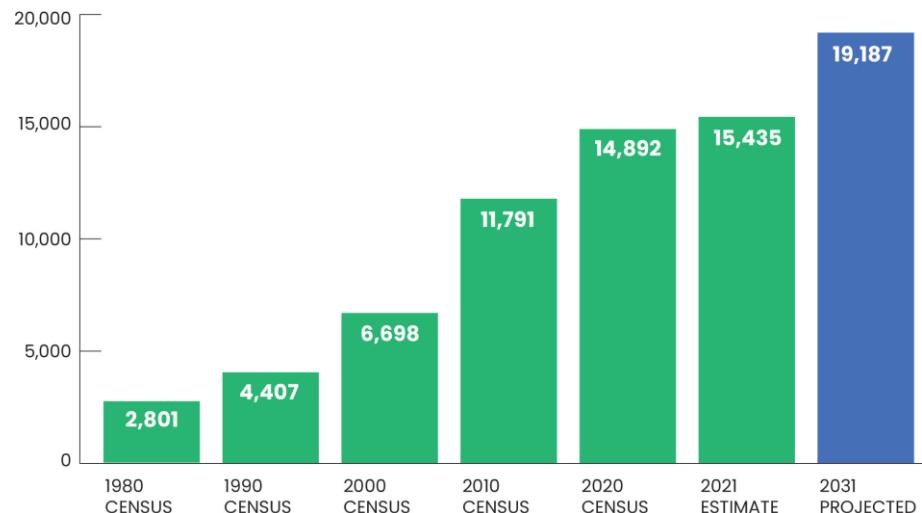
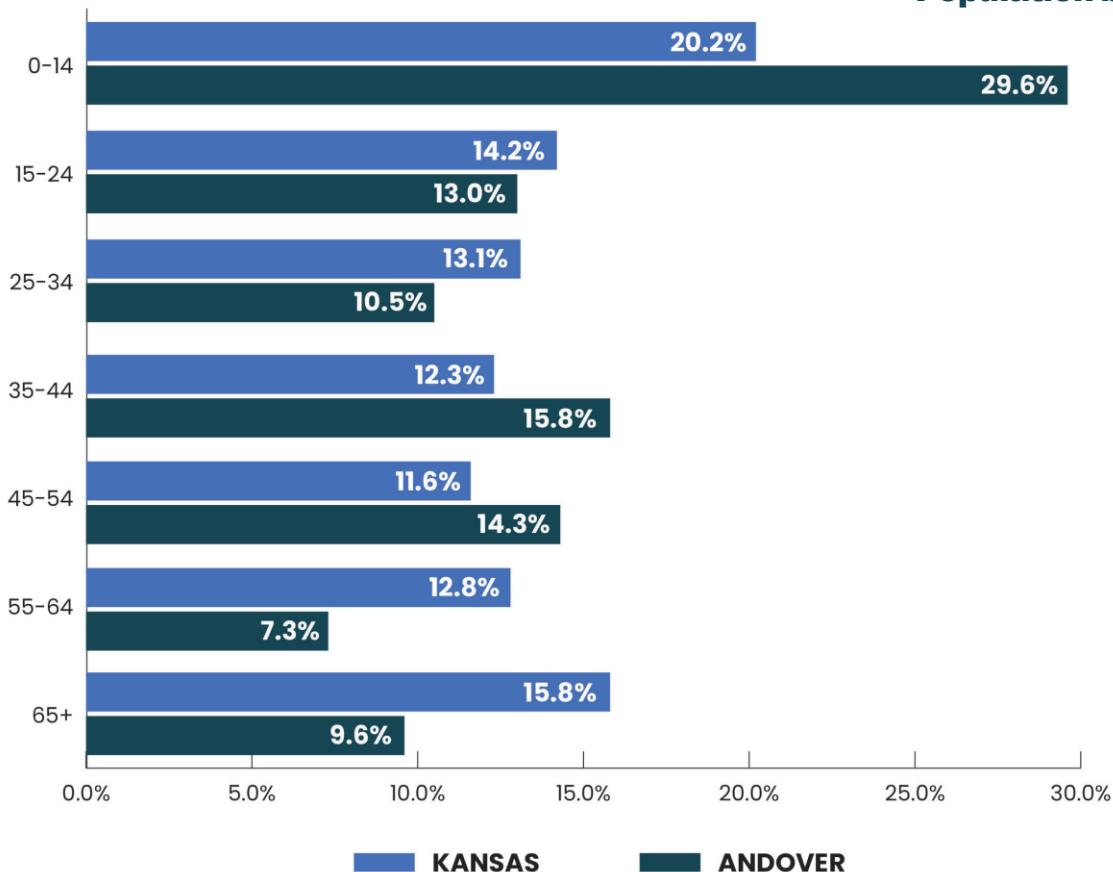


Figure A.12**Population by Age Comparison**

Population Age

Age is an important indicator of a community's consumption patterns, housing and personal needs, as well as its financial situation. Andover's population primarily consists of children in the 0-14 age range and adults in the 35-44 and 45-54 age ranges, as shown in **Figure A.12**. The population is primarily comprised of young families with children and middle to late-aged individuals. The adolescent and young adult population age ranges, 15-24 and 25-34 respectively, are lower than the statewide percentages. The number of adults aged 55-64 years also is lower than the statewide percentages.

Andover has a high percentage of children (0-14), making up 29.6 percent of the total population. This is higher than the 20.2 percent rate statewide. While this population may not be direct consumers, their needs generate retail expenditures of apparel, accessories, and groceries.

Adults aged 35-44 or 45-54 years (15.8% and 14.3% of the community, respectively) make up a higher percentage of Andover, compared to statewide averages. This age range tends to be primary consumers as they are in their child-raising years. They prefer to expend their finances on hardware, home furnishings, consumer electronics, department stores, and eating and drinking venues.

Empty nesters ages 55-64 years and the senior population range, 65+ years, (7.3% and 9.6% of the community, respectively) are lower than the statewide percentages of 12.8 percent and 15.8 percent, respectively. These age ranges tend to provide opportunities for home downsizing, restaurants, entertainment venues, and travel. However, as these populations age, healthcare services and senior care housing become larger markets within the community.

Household Composition

Andover has a high rate of family households, as shown in **Table A.2**. The average household size for Andover is 2.86 persons, which is higher than the state's average of 2.44 persons per household. The number of individuals living alone in Andover is 19.6 percent, which is substantially lower than the 28.3 percent statewide.

The higher rate of persons per household is supported by the high rate of families and married couples with children. Due to this type of household composition, the City of Andover has seen a preference for detached single-family housing, the preferred housing type for many families.

Table A.2

Households by Type

Household Type	City of Andover	State of Kansas
Total Households	4,621	1,141,985
Family Households	77.5%	65.3%
<i>Married Couple Households</i>	70.5%	50.5%
<i>With Related Children</i>	37.8%	20.7%
Other Family (No Spouse Present)	14.7%	16.7%
<i>With Children Present</i>	10.8%	11.0%
Householder Living Alone	19.6%	28.3%
All Households with Children	49.1%	31.8%
Average Household Size	2.81	2.44
Average Family Size	3.32	3.00

Source: Esri Business Analyst

Household Income

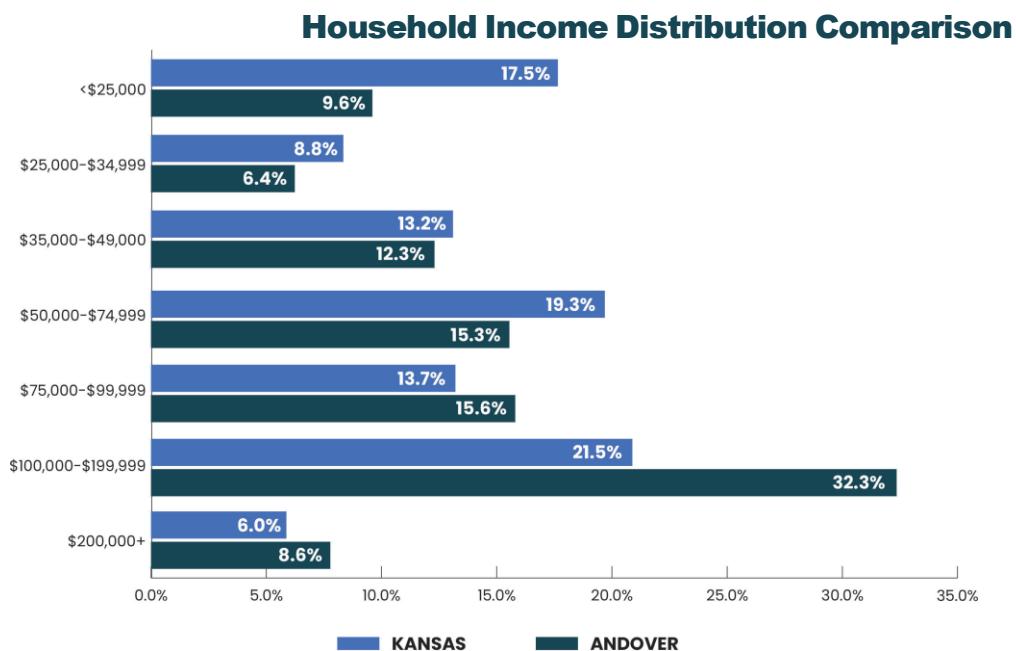
Household income levels indicate a community's retail expenditures, housing needs and values, and residential rents.

Lower income levels of \$35,000 or below are more likely to be renters and may require some form of housing assistance based on their needs. Only 9.6 percent of Andover households earn less than \$25,000 annually with 6.4 percent of households earning \$25,000 to \$34,999 annually. For comparison, 17.5 percent of households statewide earn less than \$25,000 annually with 8.8 percent earning \$25,000 to \$34,999 annually. According to the U.S. Census Bureau, the median rent in Andover is \$1,451 per month. This would require an annual household income of approximately \$50,000.

Higher income levels, those that earn \$100,000 or more annually, indicate a potential demand for luxury for-sale housing priced more than \$500,000. These individuals are also likely to indicate a demand for luxury automobiles, retail goods and services, travel, and entertainment. This level of income accounts for 40.9 percent of Andover's total households, which is much higher than the 27.5 percent statewide, as seen in *Figure A.13*.

Andover's entry-level housing, which is valued between \$100,000 and \$199,999, accounts for 27.6 percent of the total housing stock. Based on standard lending practices, households that earn \$50,000 to \$74,999 represent entry-level, for-sale housing. An estimated 15.3 percent of Andover households earn \$50,000 to \$74,999, compared to 19.3 percent statewide.

Figure A.13



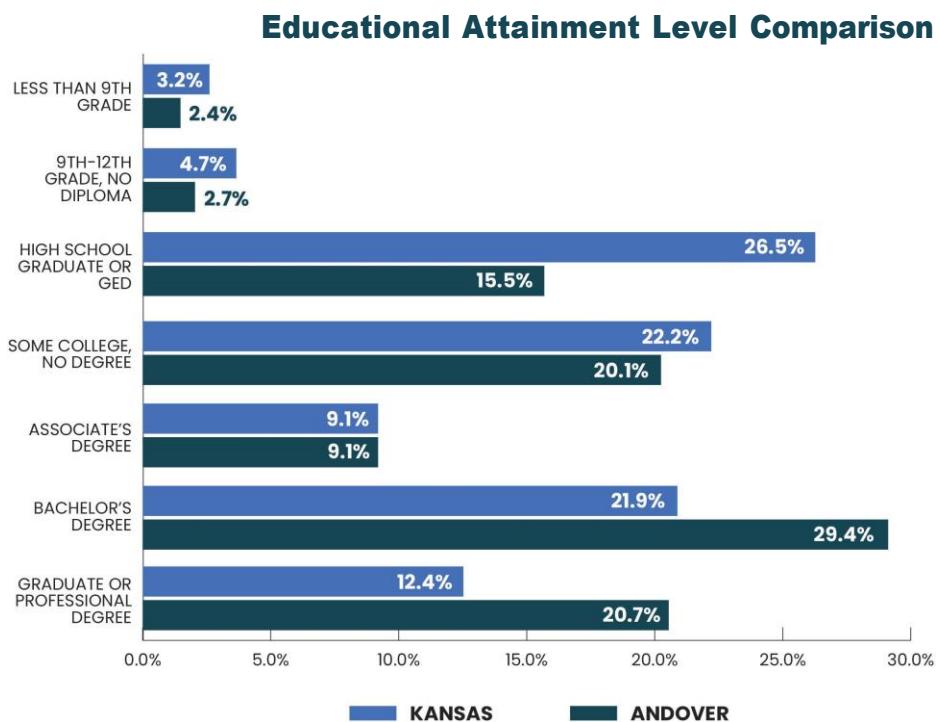
Educational Attainment

Educational attainment impacts a community's income levels, retail expenditures, housing values, and residential rents. A higher level of education indicates a community's ability to attract white collar jobs, such as finance, technology, and aerospace, that typically merit larger salaries and pay.

In general, the population in Andover is more educated than the general population in Kansas, as shown in **Figure A.14**. The percentage of residents 25+ years of age that have attained an Associate degree or higher is 59.2. This is significantly higher than the statewide percentage of 43.4.

Of the 59.2 percent, 29.4 percent have obtained a bachelor's degree and 20.7 percent have obtained a graduate/professional degree. This high level of educational attainment contrasts with the statewide levels of 21.9 percent and 12.4 percent, respectively. This indicates the community can attract new industries in information technology, finance, professional, scientific, and healthcare sectors.

Figure A.14



Poverty Index

The U.S. Department of Housing and Urban Development generates an index called the Low Poverty Index (LPI) by using two forms of data. The index uses family poverty rates and public assistance receipts, in the form of cash-welfare, such as Temporary Assistance for Needy Families (TANF). The poverty rate and public assistance for neighborhoods are determined at the census tract level and are then combined. These values are then inverted and ranked nationally by percentile. The scores range from 0 to 100. The higher the score, the less exposure to poverty in a neighborhood.

The entirety of Andover ranks within the 81.0 to 99.0 percentile, the highest ranking on the LPI. This indicates that compared to other communities around the nation, Andover's neighborhoods are among those that are least likely to be exposed to poverty.

Social Vulnerability

The Centers for Disease Control and Prevention (CDC) use U.S. Census Bureau data to determine the social vulnerability of every census tract within the country. The Social Vulnerability Index (SVI) ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. The SVI can help public health and city officials and local planners to better prepare for and respond to emergency events like natural disasters, disease outbreaks, or exposure to dangerous chemicals. The possible scores range from 0 – the lowest vulnerability – to 1, the highest vulnerability.

According to the CDC, the City of Andover falls within two ranges of the SVI (see *Figure A.15*). The northern portion falls within the 0.240-0.478 range, indicating a low to moderate level of vulnerability. The southern portion of the city is within the 0.003-0.240 range which indicates a low vulnerability. Overall, Andover holds a low to moderate vulnerability rating, revealing a community that is likely to be resistant in the event of an emergency.

O' 2,410' 4,820' 9h40'
1 mi

Data Sources: City of Andover, Centers for Disease Control and Prevention (CDC), and the Olsson Studio

Existing Social Vulnerability

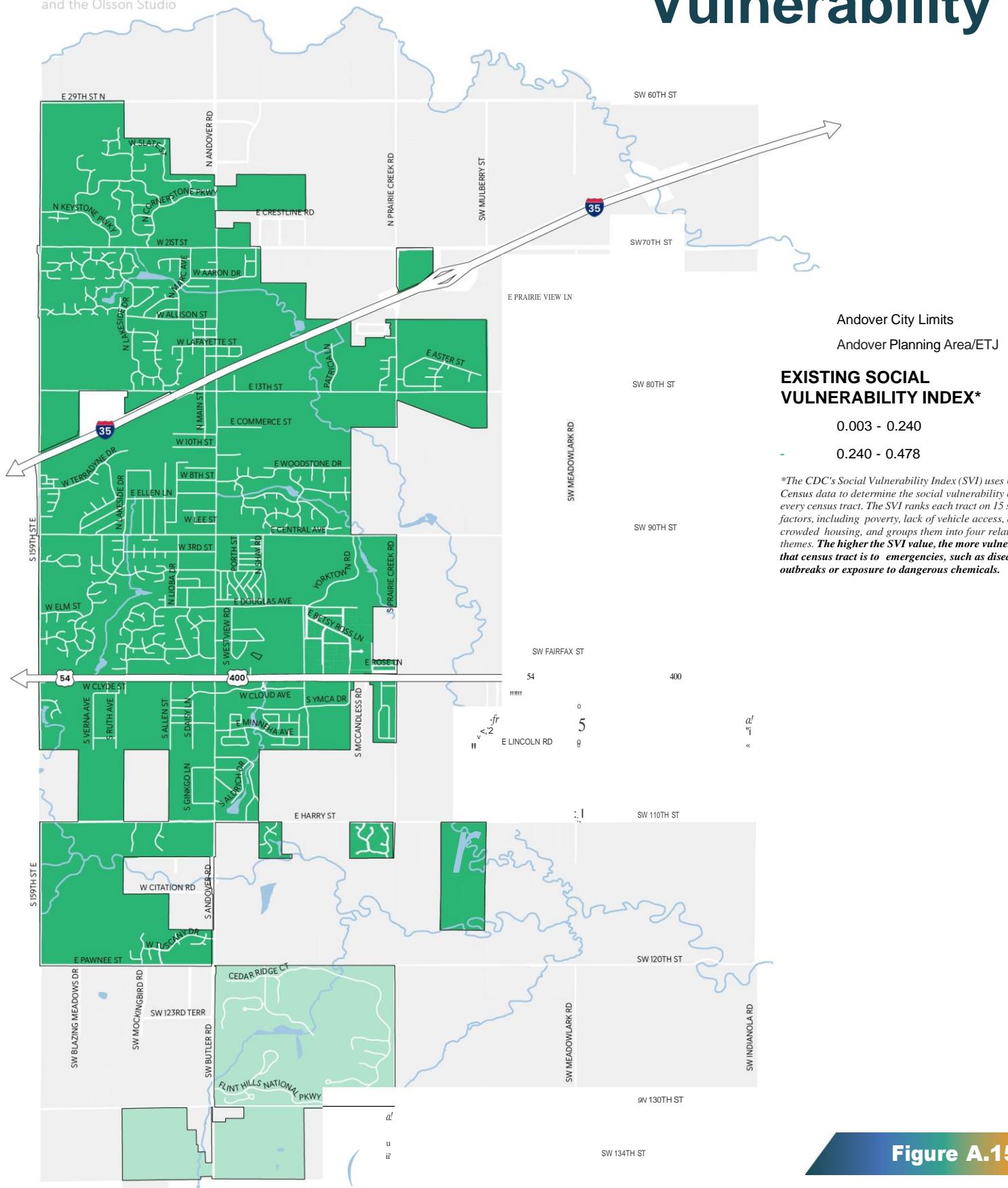


Figure A.15

KEY TAKEAWAYS

The City of Andover is a growing community of young families within the Wichita MSA. The proximity to the City of Wichita makes it an ideal location for adults looking to raise their children and hold jobs within the healthcare or education fields. The children population (29.6 percent) and the middle-aged adult population (15.8 percent) are higher than the state percentages of 20.2 and 12.3. This higher percentage of children is likely to increase the need for additional educators as they age. This could increase the number of positions within the education sector.

The population in Andover is more educated than the general population in Kansas. Fifty nine percent of Andover's residents have attained an associate degree or higher, compared to 43.4 percent statewide. Of the total number of households in Andover, 40.9 percent earn \$100,000 or more annually, which is significantly higher than the 27.5 percent annually. This indicates a propensity for high value housing and luxury goods.

The City of Andover ranks highly on the Low Poverty Index, indicating that poverty is not a primary concern for its residents. Additionally, Andover is likely to be resistant in an emergency event like a natural disaster or disease outbreak. According to the SVI, the city holds a low to moderate vulnerability rating.

Existing Employment Conditions

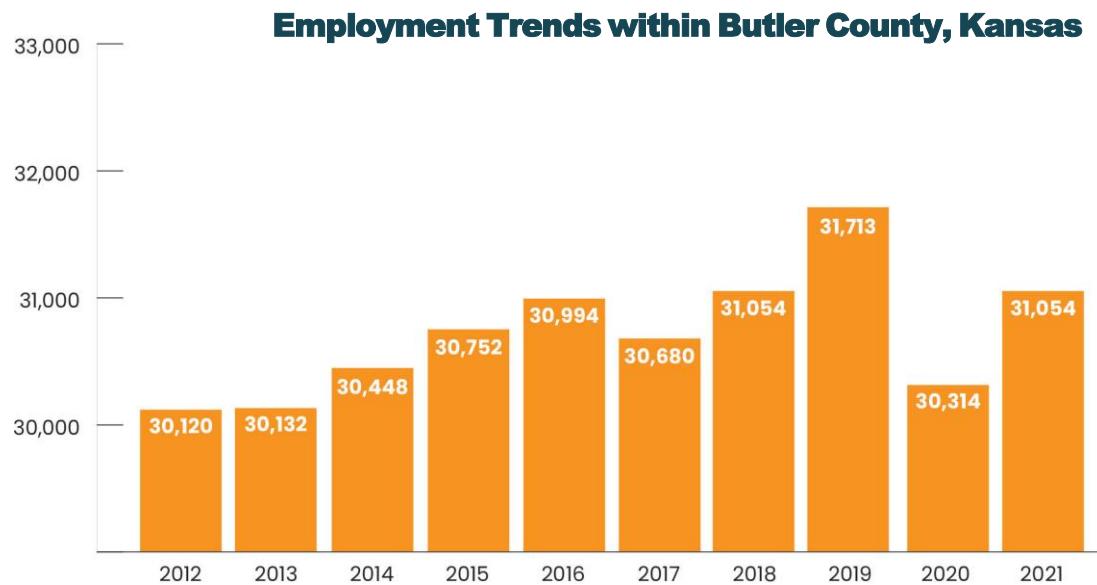
Employment Trends

When there is growth in employment opportunities, a community will also experience a growth in its population, income, and retail expenditures. As a result of this economic relationship, job growth is a reliable indicator for the general economic conditions of a community and provides an overview of the demand for housing and commercial and industrial space.

The typical consumer prefers to live near their place of work for convenience. Affordable housing values, reduced commute times, and a higher quality of life can motivate employees to relocate to a community where their job exists.

Despite the sharp decline in employment due to the COVID-19 pandemic in 2020, the Wichita MSA and Butler County saw an overall growth pattern in employment from 2012, as demonstrated in *Figure A.16*. While the number of jobs has not returned to their 2019 levels, there has been an increase of employment, recuperating a large amount of what was lost during the pandemic.

Figure A.16



Major Employers

Due to the proximity to the Greater Wichita region, Andover's residents have access to jobs with prominent U.S. brands. Two of the largest privately held companies, Cargill Protein and Koch Industries, have locations in Wichita. Additionally, two of the top general aviation OEMs – Bombardier Learjet and Textron Aviation – as well as the world's largest independent producer of commercial aircraft structures and the largest employer in the region, Spirit AeroSystems, are also major employers within this area. See *Table A.3*.

The City of Andover is home to several principal employers, the largest being Unified School District 385 (USD 385), Kansas Medical Center, and Sherwin-Williams, as seen in *Table A.4*. Andover holds 433 businesses that create 4,601 total jobs. Many of these jobs are in the education, healthcare, arts, entertainment, lodging, and food services sectors. See *Figure A.17*. It is likely that Andover has above average employment in the education and healthcare sector due to the presence of USD 385, Butler Community College, and Kansas Medical Center.

As the Wichita MSA continues to expand, Andover is likely to see population and employment growth. At an average annual growth rate of 1.5 percent to 2 percent, employment growth within Andover through 2040 is forecast to be between 1,504 to 2,102 jobs.

Table A.3
Wichita Area Major Employers

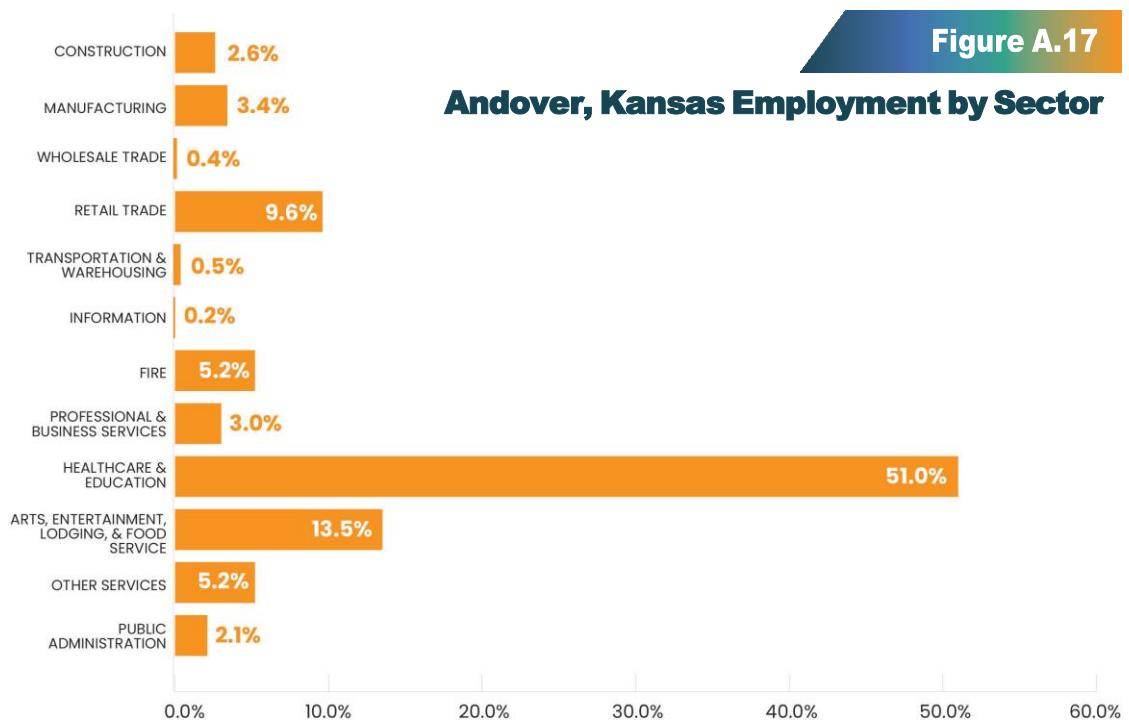
Company	FTE Jobs	Primary Services
Spirit AeroSystems	9,500	Aircraft Assemblies
Textron Aviation (Beechcraft and Cessna)	9,000	Aircraft Manufacturer
Ascension Via Christi	5,400	Healthcare
McConnell Air Force Base	3,500	Air Force Base
Koch Industries	3,300	Global Headquarters
Johnson Controls	2,000	Air Conditioning Manufacturing
Wesley Healthcare	1,800	Health Services
Cargill Meat Solutions Corp.	1,100	Food Production and Processing
Cox Communications	1,100	Broadband Communications

Table A.4
Andover Major Employers

Principal Employers	Number of Jobs
USD 385	567
Kansas Medical Center	269
Sherwin-Williams Co.	155
Butler Community College	134
Life Care Center of Andover	132
Victoria Falls	128

Source: City of Andover

Figure A.17
Andover, Kansas Employment by Sector



KEY TAKEAWAYS

Compared to statewide norms, Andover possesses well-above average employment in the education, healthcare, arts, entertainment, lodging, and food service sectors. The high rate of education and healthcare employment is likely due to the presence of USD 385, Butler Community College, and Kansas Medical Center.

Employment growth through 2040 is forecast at 1,504 to 2,102 jobs based on the average annual growth rates of 1.5 to 2 percent.

Residential Housing Market

Housing Stock and Inventory

Due to the small-town feel and rural character of Andover, single-family dwellings are the predominant housing type. According to the U.S. Census Bureau, detached single-family housing accounts for 78.6 percent of Andover's total housing stock, exceeding the statewide rate of 72.7 percent.

Multi-family housing accounts for 12.3 percent of Andover's housing stock compared to 18.4 percent for Kansas, as shown in **Table A.5**, which demonstrates total dwelling units in a complex. Large-scale multi-family properties with 20 or more dwelling units account for the largest inventory of multi-family housing, totaling 228 dwelling units. The large-scale properties account for 4.9 percent of the Andover housing stock compared to 4.8 percent for Kansas. Properties with five to nine dwelling units account for 3.4 percent of Andover's housing stock.

Housing Values

Andover's median housing value in 2011 was \$170,000. This median value was higher than the statewide median of \$125,500.

Due to the Great Recession and national housing crisis, the median housing value for Andover saw a period of decline from 2010 through 2013. However, from 2014 to 2020, the median home value in Andover rose by 25.1 percent to \$212,200. According to the U.S. Census Bureau, this exceeded the statewide increase of 22.7 percent, which resulted in a median home value of \$157,600. See **Table A.6**. This above average median value is likely due to Andover's large stock of new housing.

Housing stock that is valued under \$150,000 accounted for only 19.5 percent of housing in Andover, compared to 47.0 statewide. This is in stark contrast to the 55.1 percent of Andover's housing stock that is valued at \$200,000 and above. The statewide percentage of this higher valued housing is only 36.6 percent.

Table A.5**Andover Housing Stock by Type**

Units in Structure	# of Units	% of Total (Andover)	% of Total (Kansas)
1-Unit, Detached	3,648	78.6%	72.7%
1-Unit, Attached	202	4.4%	4.7%
2 Units	117	2.5%	2.5%
3 or 4 Units	15	0.3%	3.6%
5 to 9 Units	156	3.4%	3.9%
10 to 19 Units	55	1.2%	3.6%
20+ Units	228	4.9%	4.8%
Mobile Home	218	4.7%	4.2%
Boat, RV, Van, etc.	0	0.0%	0.1%

Table A.6**Housing Value Comparison**

Price Range	City of Andover	State of Kansas
Less than \$50,000	4.6%	11.0%
\$50,000 - \$99,999	2.8%	19.1%
\$100,000 - \$149,999	12.1%	16.9%
\$150,000 - \$199,999	25.5%	16.4%
\$200,000 - \$299,999	35.7%	19.0%
\$300,000 - \$499,999	16.2%	12.7%
\$500,000+	3.2%	4.9%

Source: U.S. Census Bureau

Apartment Market

Due to the preference for single-family dwellings, Andover's market for apartment complexes differs from the statewide market. According to the U.S. Census Bureau, as of 2020, Andover's inventory of multi-family housing totaled 571 dwelling units, or 12.3 percent of the city's total housing stock. By comparison, multi-family housing accounts for 18.4 percent of the Kansas housing stock.

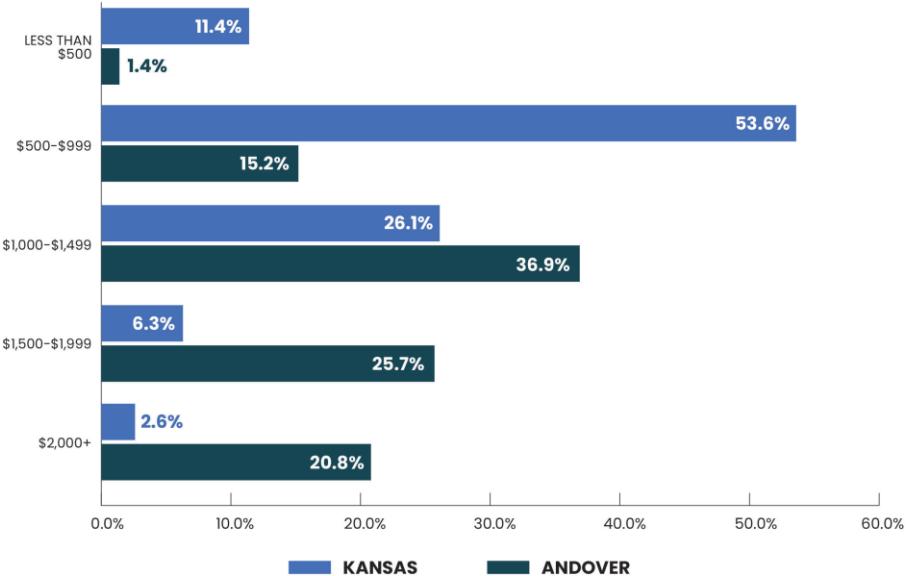
Multi-family properties consisting of two to four dwelling units account for 2.8 percent of Andover's total housing stock, compared to 6.1 percent statewide. While the predominance of smaller multi-family properties is common among smaller cities, Andover's apartment properties with 20 or more units account for 4.9 percent of the total housing stock, which is consistent with the statewide average.

According to the American Community Survey 2020, only 1.4 percent of Andover's rental housing stock supports rents of less than \$500 per month, compared to 11.4 percent statewide. An estimated 15.2 percent of Andover's rental stock support rents of \$500 to \$999 per month, compared to 53.6 percent statewide.

The bulk of Andover's rental housing is represented by housing units renting for \$1,000 or more per month, as seen in **Figure A.18**. Monthly rents of \$1,000 to \$1,499 account for 36.9 percent of Andover's rental market with housing renting for excess of \$1,500 per month totaling 46.5 percent. The preference for the higher priced rentals may be due to Andover's above average share of single-family rental housing. This may also suggest a below average share of income-based housing.

Figure A.18

Monthly Rent Comparison



KEY TAKEAWAYS

Single-family dwellings are the predominant housing type, accounting for 78.6 percent of Andover's total housing stock. This exceeds the statewide rate of 72.7 percent. Most of Andover's housing stock, 55.1 percent, is valued at \$200,000 or more. This is much higher than the statewide percent of 36.6 percent.

Multi-family housing only accounts for 12.3 percent of Andover's housing stock. This is below the statewide rate of 18.4 percent for multifamily housing. The Andover community prefers rental housing units that rent for \$1,000 or more per month. Monthly rents of \$1,000 to \$1,499 account for 36.9 percent of Andover's rental market with housing renting for excess of \$1,500 per month totaling 46.5 percent.



Appendix B

Public Engagement Summary



Good public engagement lies at the heart of successful planning. It is a conversation by one side that has the technical understanding to help problem solve and by the other side that has the on-the-ground real world knowledge of a place. It is collaborative, engaging, personal, and involves extensive listening.

In the end, a good plan is developed with the community, and not just for it. This Plan was developed with the community and stakeholders. Through a series of online and in-person engagement opportunities, the planning team was able to collaborate with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan; the Plan is better for it. **Appendix B** summarizes both that process and its outcomes.





Engagement Overview and Key Findings

The planning team worked with stakeholders, city staff members, city leadership, and the community to collaborate on the thoughts, ideas, and comments that, in turn, generated the recommendations in this Plan. Over the course of this process, multiple stakeholder and public engagement activities were conducted, including:

- Statistically significant public survey (June 20 – August 21, 2022)
- Pop-up event #1 (August 2, 2022)
- Visioning Workshop (August 11, 2022)
- Pop-up event #2 (September 20 and October 1, 2022)
- Business/development and youth community meetings (September 29, 2022)
- Citywide Planning Charrette (October 12-14, 2022)
- Virtual public open house (October 18 – November 10, 2022)
- Final virtual CPSG and TC meeting (February 22, 2023)
- Draft Plan online public review period (March 8-22, 2023)

In addition to the events above, the planning team met with city leadership before engaging with the public. On July 25, 2022, City Council and Planning Commission jointly met for a work session to discuss the existing conditions in Andover and the overview for the project. For information on this session, see ***City Leadership Work Session #1***.

Following the public and stakeholder events, the planning team met once more with City Council and Planning Commission on March 27, 2023 at another joint session: City Leadership Work Session #2. The purpose of this session was to overview the Plan's recommendations and gather feedback from these bodies. For more information, see ***City Leadership Work Session #2***.

Key Findings

The planning team discovered several common themes from resident, stakeholder, city staff member, and city leadership responses that emerged from the engagement activities. The following seven themes provide an overarching idea of what the Plan looked to address.

Expansion of Entertainment, Dining, and Retail Options. Respondents indicated that they would like to see more entertainment venues within Andover, including family-friendly options. The youth community meeting revealed that adolescents would remain in Andover instead of venturing to Wichita if other, more affordable, and diverse options were available locally. There were a few calls for a new variety of restaurants, including a breakfast restaurant, and a general desire to see more retail diversity. Some comments highlighted the desire for pedestrian-oriented shopping locations. There was also an acknowledgment of a lack of retail, services, and attractions on the north side of Andover Road; so, expanding ventures here might prove to be popular.

Economic Viability and City Attractiveness. The engagement process found that there was widespread recognition that to attract future businesses, a more welcoming environment needed to be created. This included a desire for the Chamber of Commerce and the city to promote local enterprises and evaluate current taxes and financial incentives for businesses. There was also a concern that Andover does not currently have an available workforce to support new jobs or the available commercial space. One suggestion was to partner with Butler Community College and other educational institutions to promote trade and vocational training opportunities. In addition, several comments indicated that the city needed to fill vacant retail, commercial, and business buildings, improve the appearance of run-down properties, and provide aesthetic improvements throughout the city.

Expand/Protect Outdoor Recreation. Respondents indicated that they would like to see a connected citywide trail system that fosters an increase in bike use and pedestrian activity. There was also an expressed desire to see more designated green space throughout the city and outdoor amenities to promote fitness among community members.

Community Health and Well-Being. Respondents expressed concern that there was a lack of affordable and diverse housing options for young professionals and families within the community. A few participants indicated a desire for more affordable and middle housing options catered towards seniors and those that are 55 years old or older.

Transportation Safety and Accessibility. Several comments indicated that pedestrian and bike accessibility need to be improved throughout Andover, particularly along Andover Road. There was an expressed desire to see a safer crossing at US 54/400 for pedestrian and bike users. Additionally, respondents indicated an overall desire for improved traffic flow and congestion mitigation. More north/south connections across the city were desired, as well.

City Communication. Community members consistently indicated they would like a high level of communication from the city and an enhanced sense of accountability. Residents would like to know that the comprehensive plan that was developed from this process is utilized. There was desire to improve availability of information about city programs/services.

City Character and Identity. Respondents indicated a strong desire to differentiate Andover from Wichita. There is concern that Andover is perceived to be a suburb of Wichita without its own identity or culture despite a consensus that Andover has a reputation for being a friendly, small-town environment. Similar comments included a desire to develop a community gathering space, or small gathering places like coffee shops, breweries, and wineries.

Besides the items mentioned above, there were a few concerns that were consistent throughout this process. One concern that was expressed time and again was the lack of retail, restaurants, nightlife, amenities, and services on the north end of Andover Road.

Additionally, there was a concern that unchecked growth would destabilize the community. Some comments suggested that new growth would need to be supported with plans for improving infrastructure, maintaining city services, and/or providing additional resources for public safety (i.e., fire, police, and EMS).

Project Marketing

Through the engagement process, community members were notified and updated of events and their findings. The planning team coordinated with the city to utilize social media and send out community emails, website e-blasts, and a postcard mailer. There was also media coverage in the news through the following channels:

- TV: KAKE, KSN, KWCH, KSCW
- Radio: 96.3, 102.1 The BULL, 107.3 ALT & B98, KFDI, KNSS
- Print: Wichita Eagle, Wichita Business Journal, Butler County Times-Gazette.

In addition, other forms of communication included a project kickoff video, a dedicated project website, and public outreach events. All these types of project marketing are summarized in the subsequent subsections.

Project Kickoff Interview Video

The planning team coordinated with the city to develop a short project kickoff video interview with Justin Constantino, the Assistant Community Development Director. This video acted as an announcement of the comprehensive planning process and provided an overview of the purpose and the need for a new comprehensive plan. Mr. Constantino also highlighted the importance of the public engagement aspect of the project and the need for community involvement. This video was shared on the city's website and social media platforms as well as the project website.

Project Website

A project website was created (www.activateandover.com) to provide members of the community with up-to-date details pertaining to the Activate Andover planning process. The website provided information on topics related to the Plan, including:

- A project overview, which detailed the purpose of the Plan and the goals of the planning process;
- A project timeline that showed the phases of the project;
- A listing of the different ways to engage in the planning process as a member of the public (e.g., public survey, in-person open house, virtual open house, etc.);
- Project downloads that included Plan drafts; and
- An opportunity to ask questions or provide comments to the city.

Postcard Mailer

A postcard mailer was mailed to all city households that encouraged residents to join the email list (to receive email blasts), participate in the public open house, and attend pop-up events. It also provided a link to the project website so that recipients could remain up to date on the planning process.

Social Media

The City of Andover's social media pages were used to inform people about the planning process and solicit participation in events, both in-person and online.

Press Releases

Four press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project website. The four press releases focused on the following topics:

- Press Release 1: project kick-off
- Press Release 2: public survey and in-person public open house
- Press Release 3: public open house
- Press Release 4: virtual open house advertisement

Email Blasts

The project website provided the public with the option of joining the contact list to receive project communications. Various e-blasts were sent to those who opted into emails about the project to provide information on engagement opportunities.

Activate Andover
OUR PLAN TO THRIVE.

Have your say in Andover's bright future!

Andover's new comprehensive plan is under development and we need your help to determine the city's priorities.

What is a comprehensive plan, and why should it matter to me?

A comprehensive plan is a long-range document that guides the city's future growth and development and priorities. It is a road map to visualize where we want to go as a city and the path to reach that destination. Your input in the planning process is essential to ensure Andover's bright future.

Attend the Pop-Up Events
Engage with the city and planning team at multiple pop-up events this fall. Visit the website to learn more.

Join the Email List
Sign up for project update emails and event information on the project website.

Participate in the Virtual Open House
Sign up for project update emails to learn about the virtual open house as details are announced.

www.activateandover.com

What should Andover's priorities be for the future?

Tell us at the first comprehensive plan **pop-up event!**

**August 2
6:30 – 9:00 p.m.
Central Park**

During National Night Out and the Police/Fire Cookout

Activate Andover
OUR PLAN TO THRIVE.

MARK YOUR CALENDAR!

COMPREHENSIVE PLAN VIRTUAL OPEN HOUSE

Review and provide feedback on initial concepts for citywide future land use, development, and transportation for the next 10 years. We need to hear **YOUR** voice!

Participate at your leisure between 10/18/22 at 6 p.m. and 10/30/22 by visiting activateandover.com

Activate Andover
OUR PLAN TO THRIVE.

The graphics above and to the left are examples of the marketing and outreach materials designed and distributed for the planning process.

A unified brand was created for the Plan, including set colors, fonts, and logo. The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.

Public Survey

A public survey was prepared and administered by the ETC Institute during the summer of 2022. ETC Institute is a firm that specializes in community data and survey collection. The goal for this survey was to obtain a completed survey from at least 400 residents. In total, 440 surveys were completed and assessed for their answers.

According to the survey, approximately 91 percent of residents, who had an opinion, were either “very satisfied” or “satisfied” with the overall quality of life in the City of Andover. The survey also found that over the next two years, the top four choices for community development opportunities were (1) diversity of dining options, (2) diversity of shopping and retail options, (3) how the City is planning new commercial development, and (4) how well the City is redeveloping already developed areas. In addition, the survey also found that 57 percent of respondents indicated that they stay in Andover during the typical weekday while 43 percent of respondents mentioned that they leave Andover on a typical workday. For the typical weekend, the numbers were 59 percent and 41 percent, respectively. The following is a summary of the most popular comments received during the survey.

Survey Comments Summary

ETC provided a full list of all the public comments that were received during the survey period. The most popular comments are listed below. For more information regarding this public survey, including more details of participants’ responses, please refer to [Appendix C](#).

Where should Andover focus new growth?

- 21st and Andover Road
- 13th Street Park
- Andover Road and Kellogg
- Youth activities and family entertainment options
- Attracting new and supporting current businesses
- New retail/shopping/dining options

Where should Andover focus on revitalization/infill?

- 21st and Andover Road
- 13th Street
- Andover and Kellogg

When considering Andover’s future over the next 10 to 20 years, what are critical issues facing the city?

- Andover/Kellogg interchange, Kellogg Expansion
- Attracting commercial business and dining opportunities
- Retaining families and young professionals
- Available and affordable housing
- Business retention
- Growth, and growth keeping pace with infrastructure
- High taxes
- Crime
- An overcrowded school system

What is one thing about Andover that you like the most?

- Quiet, small-town feeling
- Safety, safe feeling overall
- Close to Wichita
- Great schools
- Convenience and proximity to everything

What is one thing that you like the least?

- Lack of dining/retail options
- Traffic along Andover Road
- Need to expand Andover Road
- High and increasing taxes
- Lack of diversity in the city
- Condition of roads



City Leadership Work Session #1

The first City Leadership Work Session took place on July 25, 2022, from 6:00 p.m. to 8:00 p.m. at the Andover Police Department located at 909 North Andover Road. This was the first time the planning team met with the Planning Commission and City Council. As such, the team began with a presentation to overview the project itself, including the project timeline, goals, existing conditions analysis findings, and public engagement strategies.

Following the presentation, the participants were split into three small groups and worked through a station-based exercise to comment on the needs, wants, desires, barriers, obstacles, and annoyances throughout their community, defined as described below:

- **Needs:** "We need to address this critical issue." (priority 1)
- **Wants:** "If we had the choice, we would choose to have this..." (priority 2)
- **Desires:** "Wouldn't it be nice if..., but if we don't get it, that's okay." (priority 3)
- **Barriers:** Immovable objects or obstructions that we must live with; these things can't be ignored (priority 1)
- **Obstacles:** Like an obstacle course, you can find a path through, around, or over, but you must plan a route (priority 2)
- **Annoyances:** Things we don't like; tend to be nuisances and personal, but don't prevent you from achieving your goals (priority 3)

All comments are listed in ***Full Documentation of Responses***.



Pop-up Event #1

The first pop-up event was held during the National Night Out/Police and Fire Cookout event on August 2, 2022, from 6:30 p.m. to 9:00 p.m. at Andover Central Park. The planning team was available to answer questions and have conversations with passersby, but the focus of the event was a sticky dot exercise. The exercise asked participants to prioritize actions in five main categories: Future of Andover, Opportunities for Andover, Community Development, Transportation, and City Communication.

The **Full Documentation of Responses** section documents the participants' priorities, as noted by each "(x#)." Participants were given five sticky dots to place on their priority actions on the first poster (Future of Andover and Opportunities for Andover) and five sticky dots to place on the second poster (Community Development, Transportation, and City Communication).



Visioning Workshop

Why Visioning?

Public engagement serves as a critical milestone in any planning process. Not only is the visioning workshop the first in-person opportunity for community members, stakeholders, and city staff members to meet and work together, it is the time when the collective tone for the process to come was set. The goal of the workshop is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

This visioning process is meant to uncover the needs, wants, and desires of the community without being clouded by constraints. While it is important to be realistic about what can be implemented, visioning is a time when participants are encouraged to ignore the price tag and timing concerns.

In addition to providing a dedicated time and space for community members to participate actively in the planning process, this time is also important for the planning team, allowing them the opportunity to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations between neighbors, acquaintances, city staff members, and city leadership with their constituents is invaluable to shaping the Plan.

Visioning Workshop Overview

Before a plan's vision and ultimate plan can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future of the city; (2) to gather local knowledge related to the issues and opportunities facing the city; and (3) to build consensus around a multifaceted solution. As the first step in this planning process, a visioning and planning workshop was held by the planning team.

The Visioning Workshop took place on August 11, 2022, from 5:30 p.m. to 8:00 p.m. at Andover City Hall City Council Chambers located at 1609 East Central Avenue. The evening workshop was attended by the planning team, stakeholder group members, and technical committee members.

The stakeholder group is made up of community members with a vested interest in this planning process, such as property/business owners, neighborhood representatives, special interest advocates, developers, and more. The technical committee members are vested community members who possess technical expertise as city staff members.

In preparation for the visioning workshop, the planning team designed a project brand and logo, developed a project website, conducted a site visit, and carried out an existing conditions evaluation. These matters were present to both committees at the visioning workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises. These sessions are described and illustrated in the following subsections.

Visioning Workshop Summary

Before the beginning of the Visioning Workshop, Justin Constantino, the Assistant Director of Community Development shared a few words before the event began, welcoming members of the stakeholder group and technical committee. The planning team then explained the comprehensive planning process and asked the participants to be open-minded during the workshop. The planning team then lead the group through a series of individual and group exercises, pulling responses, ideas, and thoughts in order to better understand suggestions for the community and their needs.

Word Cloud

The first two exercises simply asked the attendees – in three, single-word answers – what made them proud of Andover and what challenges are being faced in Andover. The planning team then compiled the response into a word cloud (see *Figure B.1* and *Figure B.2*). The larger the word size in a word cloud, the more times it was repeated as a response to the question. Word clouds are helpful in finding similar trains of thought between respondents.

The One Thing

The next exercise asked the attendees to identify—in their own words— the one thing that must happen for this project to be called a success. Themes included obtaining and building consensus, having measurable outcomes, meeting the community's needs, infrastructure improvements. All responses for this exercise are provided in *Full Documentation of Responses*.

Figure B.1

Word Cloud: "What are three things that make you PROUD of Andover?"

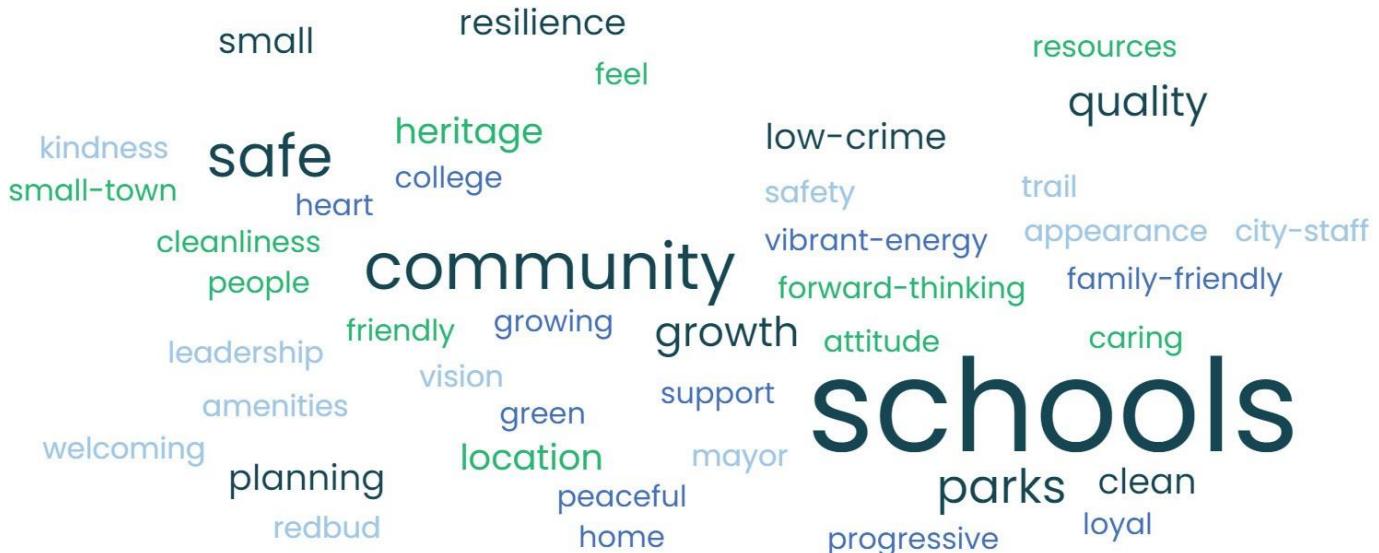
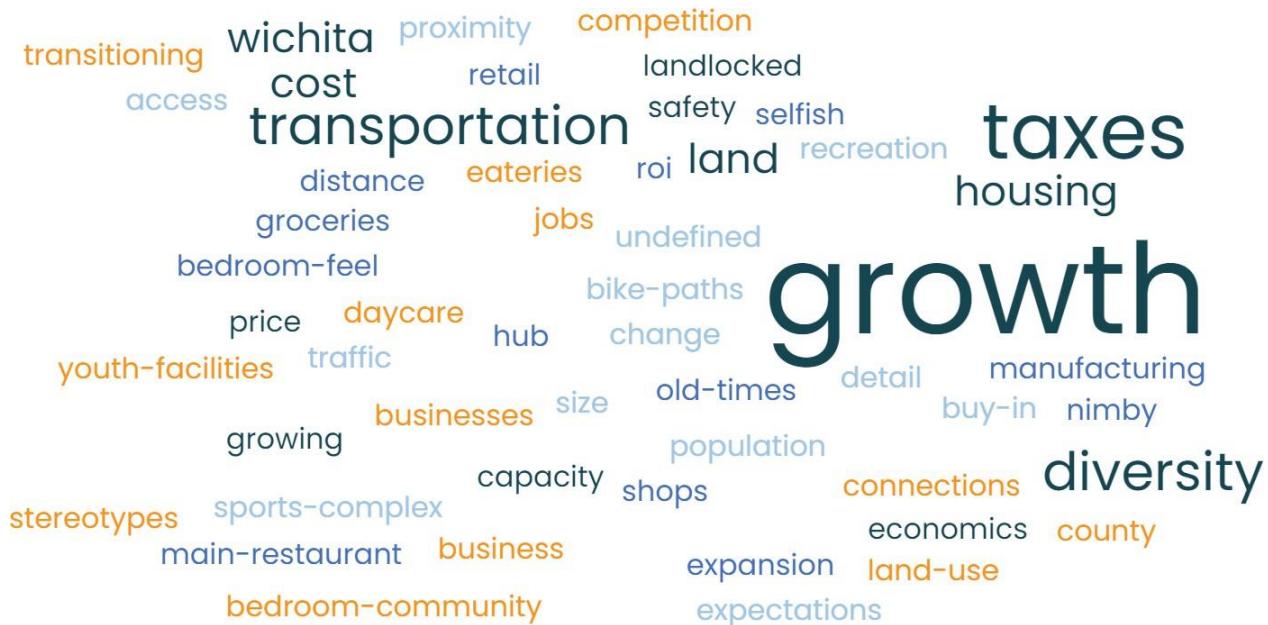


Figure B.2

Word Cloud: "What are three CHALLENGES we face in Andover?"



Needs, Wants, Desires, Barriers, Obstacles, and Annoyances

In the next activity, the stakeholders were asked record their needs, wants, desires, barriers, obstacles, and annoyances in a small group activity. Participants were broken up into six groups and given an hour to rotate through each of the stations, recording as individuals and as a group their thoughts for each category. All responses are listed in **Full Documentation of Responses**. After the allotted time, the groups were given an additional 45 minutes to select their top three priorities from each category (e.g., three needs, three wants, etc.). After the groups had their top three responses for each of the six categories, the groups chose a spokesperson to report back to the entire group. **Tables B.1** through **B.6** detail each groups' priorities, by category. This provided a chance for each group to synthesize and understand different perspectives within the larger stakeholder group. While there was variation between each groups' selections, patterns began to emerge among the group.

Table B.1

Group 1 Priorities	
NEEDS <ul style="list-style-type: none"> Water Supply Economic diversity – jobs/businesses Public safety - fire/police/EMS 	BARRIERS <ul style="list-style-type: none"> Proximity to Wichita Location within Butler County Property taxes
WANTS <ul style="list-style-type: none"> Entertainment attractions Identity 	OBSTACLES <ul style="list-style-type: none"> Opposition to change Affordable housing School district boundaries
DESIRSES <ul style="list-style-type: none"> Retail/commercial Transportation improvements Gathering places 	ANNOYANCES <ul style="list-style-type: none"> Lack of consistent appearance along Andover Road Bedroom community

Table B.2

Group 2 Priorities	
NEEDS <ul style="list-style-type: none"> Define what we want to be known for? - Andover is the _____ capitol (Bike? School?) Light industrial to increase tax basis variation Racial diversity 	BARRIERS <ul style="list-style-type: none"> Lack of land Property tax Rules that were a deterrent to growth
WANTS <ul style="list-style-type: none"> Walkable pedestrian access downtown Youth activity, sports activity Restaurants 	OBSTACLES <ul style="list-style-type: none"> Workforce availability Childcare Ease of doing business with city
DESIRSES <ul style="list-style-type: none"> More gather spaces plus replace trees Community development north Andover area More bike paths and interconnected bike routes 	ANNOYANCES <ul style="list-style-type: none"> Being seen as suburb – no self-identity Andover Road disconnected look Lack of grocery store in N Andover

Table B.3

Group 3 Priorities	
NEEDS <ul style="list-style-type: none"> Job diversity More connected green space Social services and community amenities 	BARRIERS <ul style="list-style-type: none"> Periphery taxes Proximity to Wichita Physical geographic barriers
WANTS <ul style="list-style-type: none"> Outdoor green space community amenities Businesses, retail, infrastructure, breakfast, WIFI Identity and attractions 	OBSTACLES <ul style="list-style-type: none"> Collaboration w/ business, city, nonprofit, churches, and community Community/neighborhood connectivity Neighborhood and retail diversity
DESIRSES <ul style="list-style-type: none"> North shopping district – retail/restaurants Easier traffic/access plan Bike paths, outdoor entertainment, green spaces 	ANNOYANCES <ul style="list-style-type: none"> City beautification and property improvement visibility Empty retail/commercial business buildings Lack of business commercial lots on Andover Road

Table B.4

Group 4 Priorities	
NEEDS <ul style="list-style-type: none"> Childcare Mental health social service Non-industrial businesses including breakfast 	BARRIERS <ul style="list-style-type: none"> Close proximity to Wichita Weather Water service
WANTS <ul style="list-style-type: none"> Connect all bike and pedestrian paths Restaurant Entertainment and outdoor activities/spaces 	OBSTACLES <ul style="list-style-type: none"> City curb appeal – look at the front door doesn't represent the living room Lack of services and attractions on north end 54/400 divides/cuts through (construction coming)
DESIRSES <ul style="list-style-type: none"> Farmers market City center More trees 	ANNOYANCES <ul style="list-style-type: none"> Lack of services/stores/restaurants on north side Bike lanes and access Outdated look of retail spaces

Table B.5

Group 5 Priorities	
NEEDS <ul style="list-style-type: none"> • Identity • Social services • More businesses 	BARRIERS <ul style="list-style-type: none"> • Water • Tax burden – city, schools, Butler CC • 159th County Line
WANTS <ul style="list-style-type: none"> • Identity • More multimodal • Attractions 	OBSTACLES <ul style="list-style-type: none"> • Lack of destination attractions • Curb appeal • Lack of services north end
DESires <ul style="list-style-type: none"> • More retail/food/businesses • Road infrastructure • City landscaping 	ANNOYANCES <ul style="list-style-type: none"> • Lack of consistent appearance • Being seen as Wichita suburb • No center turn lanes

Table B.6

Group 6 Priorities	
NEEDS <ul style="list-style-type: none"> • Placemaking features – sense of place/identity • Diversity – housing (middle), industry/business • Childcare 	BARRIERS <ul style="list-style-type: none"> • US 54/400 as a divider • Property taxes
WANTS <ul style="list-style-type: none"> • Identity – uniquely Andover • Third places – coffee shops, breweries/ wineries, gathering places • Breakfast restaurant options 	OBSTACLES <ul style="list-style-type: none"> • NIMBYism/opposition to change • Collaboration with businesses/nonprofit/ churches • Business momentum – complimentary businesses that encourage shoppers to stay
DESires <ul style="list-style-type: none"> • Retail/grocery on north side • Citywide WIFI free • Gathering space connectivity 	ANNOYANCES <ul style="list-style-type: none"> • Update signs • City beautification lacking

Business and Development Community Meeting

The Business and Development Community Meeting was held on September 29, 2022, from 11:00 a.m. to 1:00 p.m. in the City Hall City Council Chambers. The meeting began with a welcome from Justin Constantino, Andover's Assistant Director of Community Development. The Business and Development group was then given an overview of the comprehensive planning process, the project timeline, and the project's goals. This group was composed of community members who have a vested interest in the planning process, such as property/business owners, developers, members of the Chamber of Commerce, and others.

As the first interactive exercise, the group was asked to individually identify three things (one-word answers only) that make them proud of Andover and three challenges that Andover faces. After this exercise, they were asked to think about four different aspects pertaining to Andover's business culture and community identity. These four aspects were defined as:

- **Differentiators.** What might Andover do to differentiate itself from other areas of the region?
- **Trends.** What trends are you seeing in the community for business and retail? How can positive trends be capitalized on?
- **Diversity.** How can Andover attract better diversity of business and retail?
- **Needs.** What are the needs of small and start-up businesses in the city (e.g., incubator space, business skills training, other resources, etc.)?

After spending some time with this exercise, the members of the business development group were separated into groups and asked to prioritize their top three choices for each element (i.e., differentiators, trends, diversity, and needs). These group responses are recorded in **Tables B.7** through **B.10**. Before the meeting ended, each smaller group reported out to the larger group and discussed their top three choices for each element. The **Full Documentation of Responses** section includes a record of all the responses from this meeting.

Table B.7

Group 1 Priorities	
DIFFERENTIATORS <ul style="list-style-type: none"> Continue to invest in great schools (USD 385, BCC) with resources and partnerships Develop robust bike/ped plan Develop a trendy area like Gruene, TX with dance, music, wine, shops 	TRENDS <ul style="list-style-type: none"> Shopping area with water fountain, vegetation, trendy shops Alternative tax incentives and/or funding mechanisms City recruiter for businesses
DIVERSITY <ul style="list-style-type: none"> Lower taxes or incentives Improve Kellogg to better connect North & South Andover Easier/more access to turnpike (Prairie Creek Rd) 	NEEDS <ul style="list-style-type: none"> Yearly business expo for people to have booth and meet other people City support development growth invest in infrastructure Employees

Table B.8

Group 2 Priorities	
DIFFERENTIATORS <ul style="list-style-type: none"> Public street beautification standards Technical trade education center Community image 	TRENDS <ul style="list-style-type: none"> Work from home Unique destination/ anchor Online commerce
DIVERSITY <ul style="list-style-type: none"> More housing diversity Unique business/ retail district Lower taxation 	NEEDS <ul style="list-style-type: none"> City support Pro development Residential growth & customers

Table B.9

Group 3 Priorities	
DIFFERENTIATORS <ul style="list-style-type: none"> Continue to invest in outdoor amenities to promote fitness & enjoyment Leverage BCC into what our goals Develop trendy upscale mixed-use area 	TRENDS <ul style="list-style-type: none"> Local business trade but awareness of Amazon as competition Outdoor facilities that promote high use of citizens to get outside Work from home employment trend, how to capitalize
DIVERSITY <ul style="list-style-type: none"> Provide financial incentives, lower taxes, funding assistance (bonds/grants) Have a range of housing options available to our citizens Develop a diverse/unique shopping experience in a downtown or core area 	NEEDS <ul style="list-style-type: none"> Thriving chamber to plan and introduce business owners to community. Way or place to better promote their new business, online, other ways? Pro development attitude of the city planners/site plan committee

Table B.10

Group 4 Priorities	
DIFFERENTIATORS <ul style="list-style-type: none"> Continue to invest in schools Continue to invest in safety Capitalize on turnpike = development 	TRENDS <ul style="list-style-type: none"> Market/maximize outdoor venues Amphitheater, bike path, additional outdoor venues
DIVERSITY <ul style="list-style-type: none"> Turnpikes = industrial Lower taxes Partnership with city community to determine needs 	NEEDS <ul style="list-style-type: none"> Pro-development attitude Incentives taxes/space/etc. Mentorship/partnership

Youth Community Meeting

The Youth Visioning Workshop was held on September 29, 2022, from 6:00 p.m. to 8:00 p.m. in the City Hall City Council Chambers. The meeting began with a welcome from Justin Constantino, Andover's Assistant Director of Community Development. The youth group was then given an overview of the comprehensive planning process, the project timeline, and the project's goals.

As the first interactive exercise, the group was asked to individually identify three things (one-word answers only) that make them proud of Andover and three challenges that Andover faces. After this exercise, they were then asked to think about four elements pertaining to Andover and the community's identity. These four elements were:

- **Attraction.** What makes you leave Andover and go into Wichita?
- **Wants.** If we had the choice, I would choose to have this...in Andover.
- **Retention.** What would bring you back to live in Andover after you graduate?
- **Uniqueness.** What are unique amenities that could be added to Andover to distinguish itself in the region?

After spending some time with this exercise, the members of the youth group were separated into groups and asked to prioritize their top three choices for each element (i.e., attraction, wants, retention, and uniqueness). These group responses are recorded in **Tables B.11** through **B.14**. Before finishing the meeting, each group reported out to the larger youth group and discussed their element choices. The **Full Documentation of Responses** section includes a record of all the responses from this meeting.

Table B.11

Group 1 Priorities	
ATTRACTION <ul style="list-style-type: none">• Cheap, recreation entertainment• Restaurants• Shopping	WANTS <ul style="list-style-type: none">• Sports Center (not Y)• Community clubs/center
RETENTION <ul style="list-style-type: none">• Friendly community• Education• Small town	UNIQUENESS <ul style="list-style-type: none">• Art facility• Small business• More interactive stuff

Table B.12

Group 2 Priorities	
ATTRACTION <ul style="list-style-type: none"> Unique restaurants (sit-down) Movies (theater, drive-in) Shopping/stores 	WANTS <ul style="list-style-type: none"> Fine Arts Social Centers Sit-down restaurants
RETENTION <ul style="list-style-type: none"> Community Feel Education 	UNIQUENESS <ul style="list-style-type: none"> Fine Art Venues Community Feel More businesses

Table B.12

Group 3 Priorities	
ATTRACTION <ul style="list-style-type: none"> Entertainment (movies, arcades, water park, farmer's market, zoo, amusement park, Museums/exhibits, community events). Recreation: Botanica, zoo, Greenwich place, Bradley fair, sports/the Y Shopping (malls, grocery stores (Target, Dillons), sit-down restaurants) 	WANTS <ul style="list-style-type: none"> Community involvement, community garden, community "club", animal shelter, other shelters, community musicals, concerts/live music. Shopping/restaurant (Dillons, Target, Shopping Plazas, sit-down restaurants, malls (Towne East) Entertainment (museums, sports forums, movies, arenas, parks)
RETENTION <ul style="list-style-type: none"> Educational + general opportunities for kids/teens to be able to grow as a person Recreation/entertaining activities (GAD, sports utilities offered by city instead of schools, etc.) More inclusive specifically towards people with disabilities 	UNIQUENESS <ul style="list-style-type: none"> Community involved events/things, pep rally with both AHS + ACHS/AMS + ACMS, Walks, marathons, etc., social places (farmer's market) Attractions: amusement parks, art exhibits, social places, something weird/unusual only for Andover A downtown like area with more small businesses

Table B.14

Group 4 Priorities	
ATTRACTION <ul style="list-style-type: none"> Restaurants, cool fun things to do on weekend (ex. Axe throwing) Kansas-wide events Skating + ice skating rinks 	WANTS <ul style="list-style-type: none"> Indoor stage area Renfest More trails, more parks
RETENTION <ul style="list-style-type: none"> GAD Family, the small-town vibe, old friends Spacing between people, not a small town, not overpopulated 	UNIQUENESS <ul style="list-style-type: none"> Weird tourist place like biggest _____ in the world. More yearly things like GAD. Landscaping aspects, larger sidewalks



Pop-up Event #2

The second pop-up event was held during Greater Andover Days on September 30, 2022, from 6:00 p.m. to 9:00 p.m., and October 1, 2022, from 12:00 p.m. to 3:00 p.m. The planning team was available to answer questions and have conversations with passersby, but the focus of the event was an interactive poster exercise. The exercise asked participants to identify their desired location for specific future land uses and where they would like to see specific transportation improvements. The *Future Land Use Preferences* map (**Figure B.3**) allowed for participants to indicate their desired land uses based on seven land use types. This following list also included the number of responses received (x#).

- Open Space (x8)
- Parks and Recreation (x8)
- Single-Family Residential (x7)
- Multi-Family Residential (townhomes, duplexes, apartments, etc.) (x2)
- Mixed-Use (mixture of residential, commercial, and more, in one development) (x3)
- Commercial (retail, services, offices, etc.) (x4)
- Industrial (x2)

The *Connectivity Concerns* map (**Figure B.4**) allowed for participants to indicate where current connectivity concerns exist. Some participants indicated their concerns by highlighting an entire street or by marking and “X” at certain traffic junctions. The following colors indicated different types of connections:

- Red – missing pedestrian (walking) connection
- Green – missing vehicular connection
- Blue – missing bicycle connection

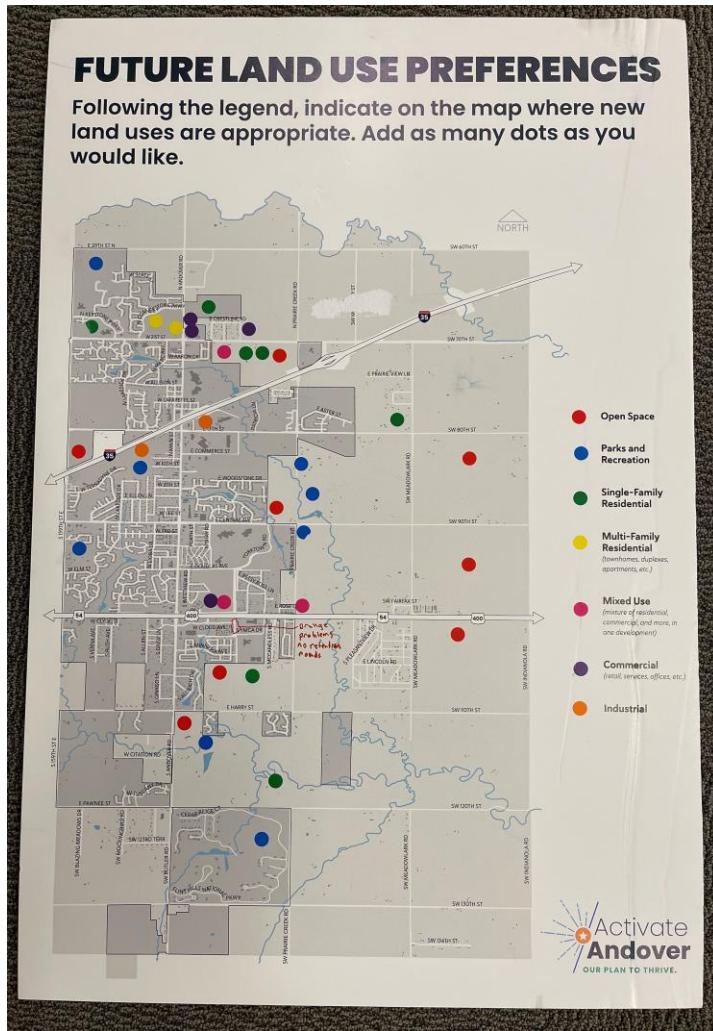


Figure B.3 Future Land Use Preferences Map from Pop-up Event #2

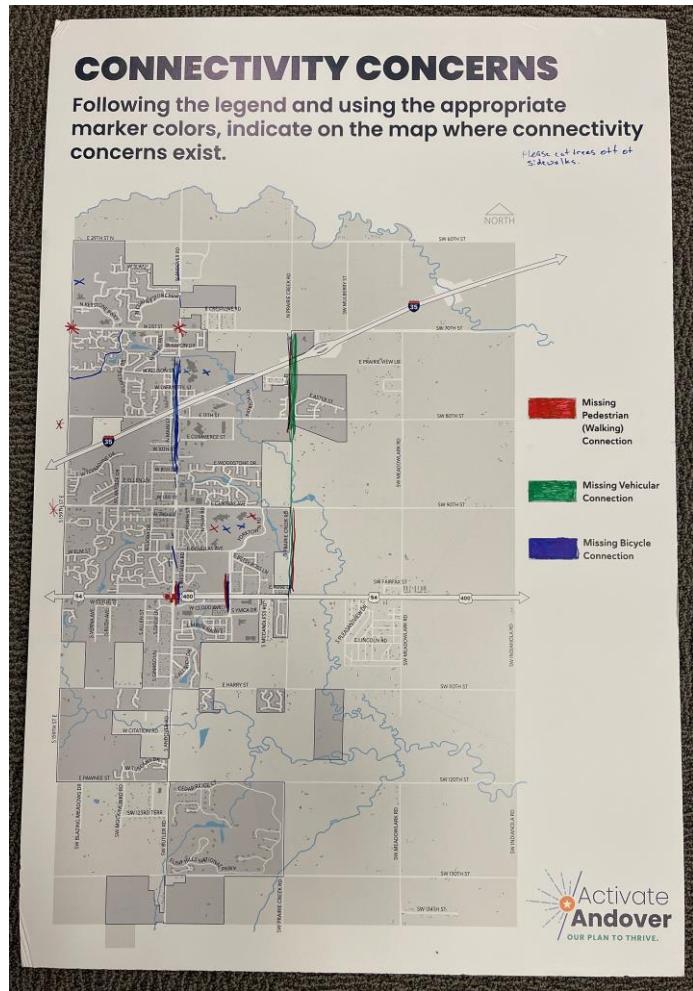


Figure B.4 Connectivity Concerns Map from Pop-up Event #2



Citywide Planning Charrette

The Citywide Planning Charrette took place at Andover City Hall at 1609 East Central Avenue from Wednesday, October 12, 2022, to Friday, October 14, 2022.

Day One

In the afternoon of day one of the charrette, the planning team met with the TC to discuss several specific questions related to the usability of the current comprehensive plan and what their hopes were for the new comprehensive plan.

In the evening of day one, the CPSG and TC gathered for the planning team to go over the charrette process and the schedule for the subsequent charrette session during the following two days. The planning team provided participants with an update of recent public engagement efforts and presented the results from the public survey. The planning team also reviewed the existing conditions analysis and presented the findings from the economic and market conditions report. After a short break, participants were split into four groups and asked to work their way through five different topic stations. Each group was given approximately 15-20 minutes at each station to provide their comments in response to written questions created by the planning team. The different topic stations included:

Land Use and Development

- Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate; use red dots to indicate where you think growth is not appropriate.
- Following the legend, indicate on the map where new land uses are appropriate. Add as many dots as you'd like.
- What areas should be focused on for redevelopment and infill (i.e., the re-use of existing properties)? What types of development would be acceptable? Use a yellow dot to show us where and your sticky notes to tell us why.
- What areas should be targeted for development? Use a green dot to show us where and your sticky note to tell us why.
- Are there existing land uses that are misplaced? Tell us specifically what uses you're referring to and where they exist using your sticky notes.
- What land uses are missing from or desired in the city?

Mobility and Connectivity

- Where is it difficult to walk in Andover? What are your missing connections? Use yellow dots to show us where the sidewalk network should be improved/filled in and your sticky notes to tell us why.
- Where would you like to ride your bike in Andover? What type of infrastructure would you like to have available for biking (i.e., off-road trails, road shoulders, painted bike lanes, etc.) Use your yellow dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure.
- Here is what the Parks and Recreation Playbook (2021) proposes for future trails in Andover. What additional trail connections should be added? Use a series of purple dots to show us where and your sticky notes to tell us why.
- What would make walking or biking around the city more enjoyable?
- Are there missing major thoroughfares or collectors (i.e., main, higher traffic roadways) that should exist but don't? Show us where by drawing directly on the map with a marker.
- Where do you notice transportation safety issues within the city? Describe them specifically using your sticky notes.
- Should the city encourage transit use/options? If so, how? Be specific.

Economic Vitality and City Personality

- What parts of the city are not currently being used in the best possible way when you consider the location economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved.
- What's missing from the city's current business and employment environment that needs to be added? Be specific.
- What's missing from the city's retail/entertainment environment that needs to be added? Be specific.
- What's missing from the city's housing options that needs to be added? Be specific.
- Use the blue dots to show us where and your sticky notes to tell us why.
- What part of Andover do you consider to be "the heart" or central gathering area? If you do not think there is one, why is that so?
- What attractions, programs, and events would you like to see in Andover that do not currently exist?
- What destinations would you like to see within Andover that would make the city stand out?
- What cultural aspects does Andover have that should be preserved or enhanced?

Community and Environmental Health

- Where should green/open space be preserved within the city? Use your green dots to show us where and your sticky notes to tell us why.
- How should your environmental resources (such as Andover Central Park and Lake George) be protected? What measures should be put in place?
- What should the city do to encourage environmentally sustainable development practices?
- What does healthy living or a healthy lifestyle look like to you in Andover?
- What additional amenities and/or programs should be incorporated to improve healthy lifestyles in Andover?
- How can the city support community health? What programs are most important to you or your community to focus on? (e.g., mental health, opioid/drug crisis, obesity, etc.)
- What can the city do to build a stronger sense of community?

City Character and Built Form

- What aesthetic aspects does Andover have that should be preserved or enhanced?
- What additional aesthetic enhancements would you like to see in Andover that don't exist now?
- Describe the desired aesthetic and built form that you'd like to see in Andover.
- In what areas should the city focus on code enforcement and/or maintenance concerns?
- What programs or incentives should the city provide to enhance the character, maintenance, and quality of the built environment?
- Are there any design guidelines that are too restrictive? Are there design guidelines missing that the city should consider implementing?
- What areas of the city most need aesthetic improvements? Use your pink dots to show us where and sticky notes to tell us why. What areas of the city act as "gateways" or entry points to the city? Use your orange dots to show us where.

After working through each station, the groups were asked to prioritize their top three elements/ideas from each category and rewrite them on new sticky notes. These sticky notes were compiled onto individual sheets assigned to each group. The result was four, individual sheets with each group's priorities identified by theme. This exercise allowed for participants to work together and think through their priorities for the city's future. It also provided ample time for the planning team to field various questions from the stakeholders and city staff members.

After the allotted time, each group chose a spokesperson to report back their priorities to the entire group. **Tables B.15** through **B.18** detail each groups' priorities, by category. This provided a chance for each group to synthesize and understand different perspectives within the larger stakeholder group. All received comments from the charrette are listed in the **Full Documentation of Responses**.

Table B.15

Group 1 Priorities	
LAND USE AND DEVELOPMENT <ul style="list-style-type: none"> • Increase industrial and light manufacturing and multifamily for workforce. • Properties along Andover Road to be updated and increase commercial properties or push out toward Augusta on 400. 	ECONOMIC VITALITY AND CITY PERSONALITY <ul style="list-style-type: none"> • Affordable housing • Restaurants
CITY CHARACTER AND BUILT FORM <ul style="list-style-type: none"> • Schools – educational focus • Green space – connectivity of neighborhoods and bike/walking paths 	MOBILITY AND CONNECTIVITY <ul style="list-style-type: none"> • More bike trails and sidewalks for safety and connectivity • Trail connectivity north to south connecting Red Bud Trail
COMMUNITY AND ENVIRONMENTAL HEALTH <ul style="list-style-type: none"> • More community-wide events • Park/green space and trails – connectivity north to south 	

Table B.16

Group 2 Priorities	
LAND USE AND DEVELOPMENT <ul style="list-style-type: none"> • More commercial development on north side of town • Incentivize redevelopment and infill as opposed to greenfields 	ECONOMIC VITALITY AND CITY PERSONALITY <ul style="list-style-type: none"> • Innovative businesses such as tech/creative industries • Central gathering entertainment area
CITY CHARACTER AND BUILT FORM <ul style="list-style-type: none"> • Placemaking, i.e., landscaping, signage, streetscaping • Continued commercial maintenance efforts 	MOBILITY AND CONNECTIVITY <ul style="list-style-type: none"> • Connecting existing neighborhoods and trails via sidewalks and pathways • Explore transit options for businesses and their employees
COMMUNITY AND ENVIRONMENTAL HEALTH <ul style="list-style-type: none"> • Infrastructure to support alternative transportation, i.e., biking, walking paths, trails, crosswalks • Park maintenance and green space maintenance/trash clean-up 	

Table B.17

Group 3 Priorities	
LAND USE AND DEVELOPMENT <ul style="list-style-type: none"> • Developing south • Andover Road redevelopment 	ECONOMIC VITALITY AND CITY PERSONALITY <ul style="list-style-type: none"> • Needs: competitive sports complexes/center with lots of amenities • Personality: schools and good place to raise family
CITY CHARACTER AND BUILT FORM <ul style="list-style-type: none"> • Green space/trees • Consistency in signage/branding 	MOBILITY AND CONNECTIVITY <ul style="list-style-type: none"> • Extend Yorktown • Kellogg (bikers, walkers) (safety!)
COMMUNITY AND ENVIRONMENTAL HEALTH <ul style="list-style-type: none"> • Trails • Events and programs 	

Table B.18

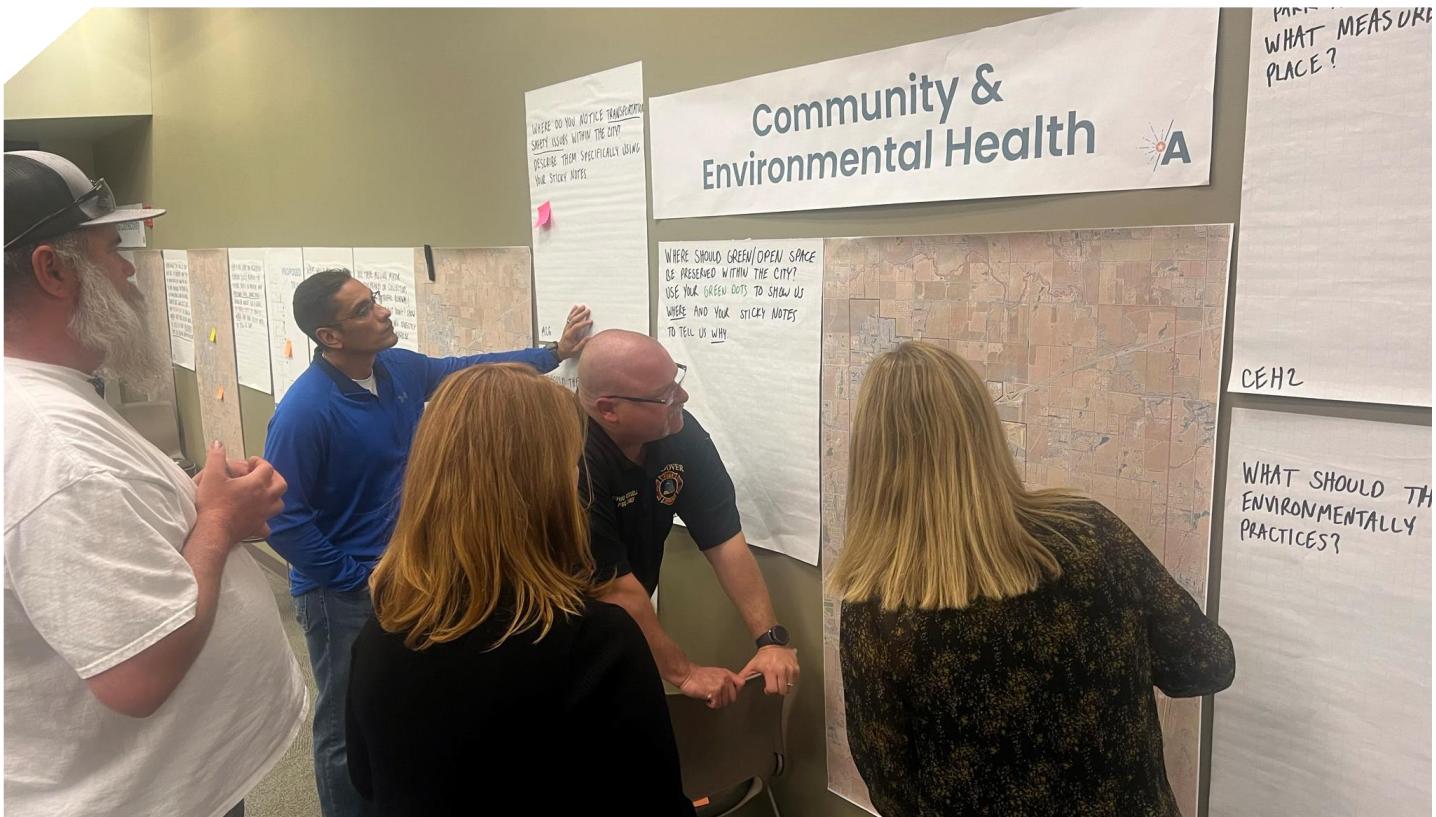
Group 4 Priorities	
LAND USE AND DEVELOPMENT <ul style="list-style-type: none"> Redevelop Andover Road to be less single family residential Infill development to encourage development of the 21st Street corridor 	ECONOMIC VITALITY AND CITY PERSONALITY <ul style="list-style-type: none"> Diverse housing is the foundation of economic vitality
CITY CHARACTER AND BUILT FORM <ul style="list-style-type: none"> Consistent (complimentary) aesthetics throughout so you know you're in Andover 	MOBILITY AND CONNECTIVITY <ul style="list-style-type: none"> Pedestrian connectivity north to south Improve pedestrian safety on Andover Road from Central to 21st (specifically west side sidewalk)
COMMUNITY AND ENVIRONMENTAL HEALTH <ul style="list-style-type: none"> Improve connectivity between neighborhoods and HOAs across the city More community events, such as annual festivals 	

Day Two

Day two began with an open studio from 8:00 a.m. to noon. The planning team worked on drafting initial design concepts and ideas for the Plan based on participant feedback gathered during the previous day's exercises. During this time, members of the CPSG and TC were able to come and interact with the planning team. During the afternoon, the planning team continued working during a closed studio period, further refining concepts. Later that evening, the refined concepts were presented to the CPSG and TC. After the presentation, participants were led through an individual commenting exercise, providing direct feedback to the planning team on the concepts and ideas.

Day Three

On Friday, the planning team worked in a closed studio throughout the morning, incorporating the participant feedback from the initial concept review during the previous day. A little after the noon hour, the planning team presented their concepts and ideas to the CPSG and TC in a final concept review. Stakeholders and city staff members left detailed comments on the revised concepts.



Virtual Public Open House

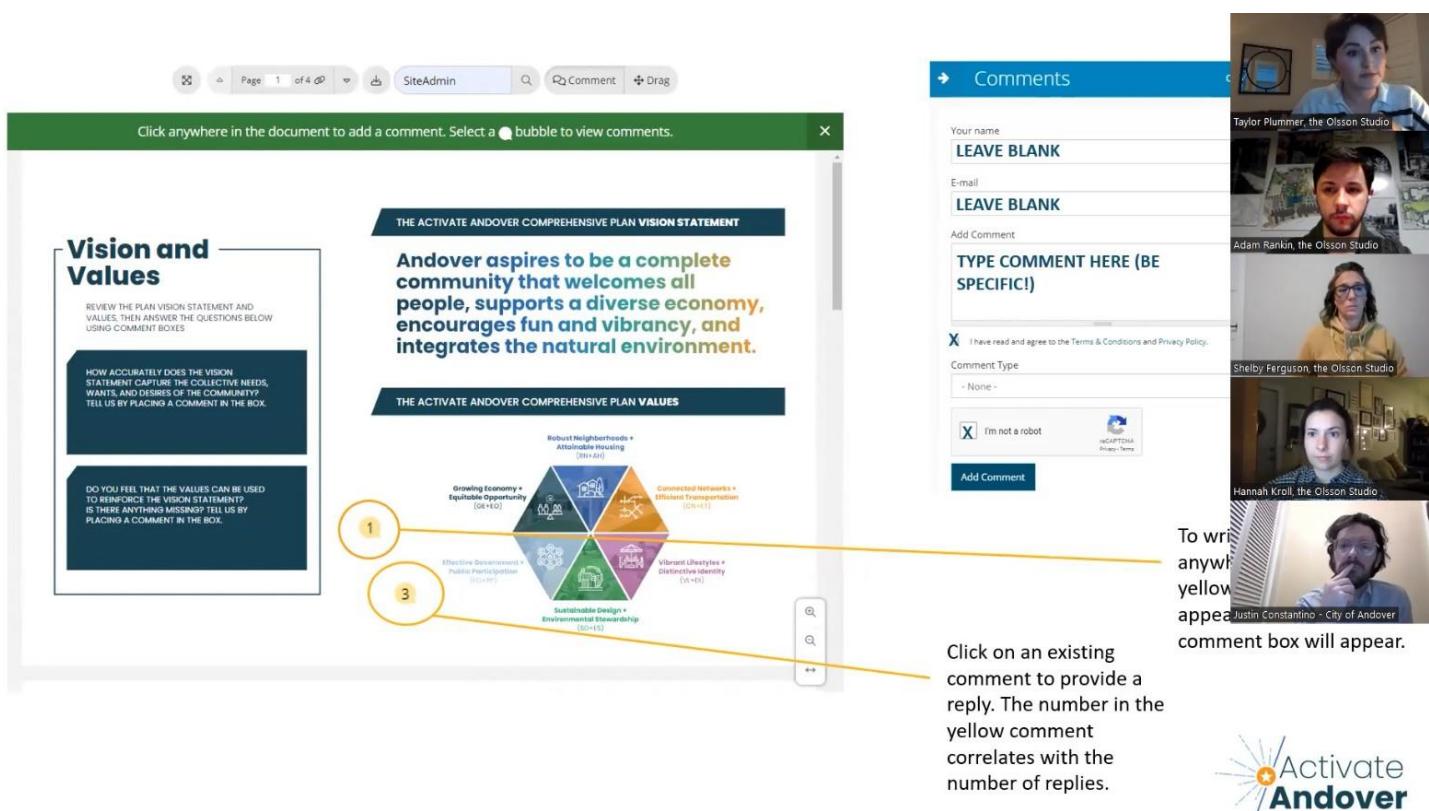
After the citywide planning charrette, a virtual public open house was made available via the project website. This virtual public open house was divided into different stations, allowing participants to navigate between the stations by using a drop-down menu. Each station replicated what stakeholders and the TC saw during the Citywide Planning Charrette. This included the questions as well as the initial concepts and ideas generated by the planning team. As they followed the questions through the virtual open house, participants were able to pin their comments to the pages of the virtual stations. A total of 78 comments were received during the duration of the virtual open house, and the virtual open house was viewed 623 times. These comments were gathered and incorporated into the **[Full Documentation of Responses](#)**.

Final Virtual CPSG and TC Meeting

The final CPSG and TC meeting was held virtually via Zoom on February 22, 2023. The planning team provided participants with project updates concerning public engagement events and key findings from public survey and engagement efforts. After this, an overview of the draft Plan was provided. Members of the planning team walked participants through the following elements of the Plan:

- the vision statement;
- the Plan's values;
- the Place Type Framework Plan;
- the Mobility and Connectivity Framework Plan;
- and the Aesthetics and Character Framework Plan.

Participants were then divided into groups via breakout rooms and asked to review these elements on Konveio. Konveio is an online engagement platform that allows participants to comment directly on documents, while also making it simple to organize, understand, and compile the input that was received. Stakeholders had the opportunity to work through these elements together and voice their thoughts and concerns and provide constructive feedback to the planning team. These comments were then collected and incorporated into the ***Full Documentation of Responses***.



The image shows a screenshot of the Konveio platform. On the left, there is a document titled "THE ACTIVATE ANDOVER COMPREHENSIVE PLAN VISION STATEMENT". The text reads: "Andover aspires to be a complete community that welcomes all people, supports a diverse economy, encourages fun and vibrancy, and integrates the natural environment." Below this is a section titled "THE ACTIVATE ANDOVER COMPREHENSIVE PLAN VALUES" featuring a diagram of five interconnected triangles. The triangles represent: Robust Neighborhoods + Affordable Housing (01+15), Connected Networks + Efficient Transportation (01+11), Vibrant Lives + Distinctive Identity (01+17), Sustainable Design + Environmental Stewardship (01+15), and Effective Government + Public Participation (01+12). Two yellow circles with the numbers "1" and "3" are overlaid on the diagram, pointing to the first and third triangles respectively. On the right, there is a sidebar titled "Comments" with a list of five participants: Taylor Plummer, Adam Rankin, Shelby Ferguson, Hannah Kroll, and Justin Constantino. Each participant has a small video thumbnail and their name below it. The sidebar also includes fields for "Your name" (LEAVE BLANK), "E-mail" (LEAVE BLANK), and "Add Comment". A note at the bottom of the sidebar says: "Click on an existing comment to provide a reply. The number in the yellow comment correlates with the number of replies." The "Activate Andover" logo is visible in the bottom right corner.

Draft Plan Online Public Review

The final draft of the Activate Andover Comprehensive Plan was available online via Konveio for public review from March 8 to March 22, 2023. Members of the public were alerted of the review period through the project website, email blasts, and posts from the city's social media accounts. The following elements of the Plan were posted for review and comment:

- Section 1 - Introduction to this Document;
- Section 2 - Activate Andover: Vision, Values, Goals, and Strategies;
- Section 3 - Activated Places: Land Use and Growth Framework;
- Section 4 - Activated Connections: Mobility and Connectivity Framework; and
- Section 5 - Activated Character: Aesthetics and Streetscape Framework.

Comments from the online public review were collected and incorporated into the *Full Documentation of Responses*.

**Now Online for Review:
Comprehensive
Plan Draft** 
NOW LIVE!

View draft plan recommendations for the city's future and share **your feedback!**

Now through March 22
via activateandover.com

Participate at your leisure!

 Activate
Andover
OUR PLAN TO THRIVE.


FINAL DAYS!

**Comprehensive
Plan Draft Online Review**

View draft plan recommendations for the city's future and share **your feedback!**

**Review online before
Wednesday, March 22 via**
activateandover.com

Thank you for your participation!

 Activate
Andover
OUR PLAN TO THRIVE.

City Leadership Work Session #2

The second City Leadership Work Session took place on March 27, 2023, from 6:00 p.m. to 8:00 p.m. at the Andover Police Department located at 909 North Andover Road. This was the second time the planning team met with the Planning Commission and City Council. The planning team gave a presentation on the project, which included: (1) a summary of the stakeholder and public engagement process; (2) the key findings from the engagement process; (3) an overview of the structure of the Plan; and (4) an overview of the goals and recommendations of the Plan.

The planning team asked questions of the commissioners and councilmembers and guided discussion about the draft goals and recommendations. The Planning Commission and City Council provided their insights and suggested edits to the draft Plan.

Full Documentation of Responses

City Leadership Session #1

Needs

- Breakfast restaurant (x2)
- Family entertainment, night life (x2)
- Industry (x2)
- Affordable housing (x2)
- Green space (x2)
- Restaurants (not pizza) (x2)
- Family friendly spaces (x2)
- Connecting places (x2)
- Diner
- Night life

Wants

- City center (x4)
- Affordable housing (for all incomes) (x3)
- More north/south roads (x2)
- Green space (x2)
- Event spaces (x2)
- To know "What is Andover?" (look and feel) (x2)
- Reface retail

Desires

- Popup/food trucks location (x4)
- Bar on second floor at softball/baseball park (x3)
 - Warrington's Pub & Grub
- Big box stores (x2)
- Why Andover? (x2)
- See wants and needs (x2)
- RV park for travelers (x2)

Barriers

- Connectivity (x4)
- Connecting AHS and ACHS, it's one city (x3)
- Floodplains (x2)
 - Add third high school (x2)
- Wichita (x2)
- More than half of USD385 not in city limits (x2)

Obstacles

- Property taxes (x4)
- Wichita (x3)
- 602 and USD 385 not in city limits (x3)
- Commercial space (x2)
- Land use (space) (x2)
- Mayor
- Building codes
- Sewer connection surcharge
- Citizens

Annoyances

- North end of Andover Street
- Lack of retail (x4)
- Lack of restaurants (x4)
- Lack of nightlife (x2)
- Proximity to Wichita (x2)
- Lack of greenspace
- NIMBY (x3)
- Growth mentality – don't want to grow (x2)

Full Documentation of Responses

Pop-up Event #1

Future of Andover

- Expand entertainment/nightlife (x42)
- Expand/protect outdoor recreation and environment (x37)
- Expand/protect culture (x22)
- Expand economic development/business culture (x22)
- Expand/diversify housing options (x16)
- Expand/protect design and appearance (x10)

Opportunities for Andover

- Revitalize downtown (x37)
- Create environment attractive to prospective businesses (x28)
- Create community-oriented spaces (x28)
- Develop destinations for local and regional tourism (x24)
- Increase public safety (x23)
- Improve public health and nutrition (x16)

Community Development

- More diverse shopping/retail/dining (x65)
- Plan for new commercial development (x18)
- Create more diverse housing options (x9)
- Plan for new residential development (x3)
- Better signage and wayfinding (x3)

Transportation

- Connectivity (x4)
- Connecting AHS and ACHS, it's one city (x3)
- Floodplains (x2)
 - Add third high school (x2)
- Wichita (x2)
- More than half of USD385 not in city limits (x2)

City Communication

- Improve city's openness to public input from residents (x24)
- Improve availability of information about city programs/services (x18)
- Be better informed about local issues (x14)
- Better quality city website (x9)

Visioning Workshop

What is the ONE THING that must happen for you to say this project is a success?

- Managed growth; keep home-town feel
- Implementation of some ideas
- Getting better restaurant
- Developers and businesses see Andover as a place to do business
- Buy in/support
- Feasibility
- Aggressive infrastructure plan that aims to stay ahead of growth instead of reacting to it
- Commit to a direction for new creative projects
- Safe and multimodal transportation planning
- Develop an overwhelming consensus
- Meet needs according to projected growth
- Have no one complain! LOL
- Checklist for the future in agreement w/ moms (parents), developers, and proof in the pudding
- Continual growth of our community
- Define filter for development needs/path
- Long term plan that truly differentiates Andover
- Execution
- A consensus-supported direction to guide the next 10 years of policy and investment
- Bridge over Kellogg for foot/bike traffic
- Economic development that is sustainable and affordable for local businesses
- Measurable outcomes
- See the plan in action. Follow through.
- Shared plan and vision for future
- Growth of the population and desire to live here
- Quality of life improvements
- Keep citizens connected with each other and with a changing populace particularly with those who have been here for decades
- Collaboration
- Defined vision
- A clear plan for the Kellogg corridor (i.e., on and off ramp locations)

Full Documentation of Responses

Visioning Workshop

Needs

- Industries
- Bike path connectivity
- Diverse economy
- Diversity of businesses
- Job diversity
- Solve traffic congestion
- Water plan
- Reliable water safety
- Public safety – fire, police, EMS
- Identifiable and unique sense of “place”
- Civic center
- Sense of place / identity
- Sensors of all traffic signals to recognize bikes
- Mental health access
- Childcare
- Drug treatment – addressing increased issues with access to drugs
- Social service needs
- More volunteers
- Wide bike path on both sides of Andover Road
- North Andover amenities
- 100+ acre park south of Hwy 54
- Ball fields
- Placemaking features – decorative crosswalks, signage, streetscaping
- Forward-thinking transportation and utility planning
- North/south pedestrian/bicycle crossing – Kellogg
- Retail parking and accessibility
- Public transportation
- How to avoid subdivisions of Andover, i.e. Andover/Cloud City
- Pedestrian crossings over 400
- More non-industrial businesses and office space
- Housing diversity – missing middle housing, courtyard apartments
- Sit-down breakfast restaurant adjacent to the Redbud Trail

Wants

- More children’s activities
- Youth sports facilities
- Sports activities
- Whiffle ball
- Pickleball
- Connect all bike and pedestrian paths
- A downtown – like small town
- Walkable, pedestrian-oriented shopping
- Make entire sides of Redbud Trail ROW into destination single track trails
- Keep seniors in touch – inter-generational contact activity
- Pickleball – more courts
- Bike lanes
- Sports complex
- Movie theatre
- Putt putt course
- Attractions
- More family entertainment
- Sports forum
- Mini golf and go carts
- Music theater
- Racial diversity
- Public art
- Breakfast!!!
- Third places – coffee shops, breweries/winery, food truck rallies
- More shopping options
- Restaurants (Italian)
- Brewery and restaurant
- Personality
- Identity
- Identity
- Energy efficiency – solar power, lightning storage
- Corporate headquarters
- Freshen up Andover Plaza and Square
- More land
- Hotel and accommodation for visitors
- Wider streets with dedicated turn lanes
- City-wide WIFI

Full Documentation of Responses

Visioning Workshop

Desires

- Central Avenue going east paved to Santa Fe Lake Road
- 13th Street paved to east
- Andover Road needs to be wider
- New location for Bus Barn- holds up traffic
- More trees
- Barriers for pickleball courts
- More green space
- More variety in shopping
- Restaurants and retail
- Traffic relief on Andover Road
- Prairie Creed Rd paved and build from 21st to Pawnee
- More north to south 3 or 4 lane roads
- More trees to replace ones lost
- Dillon's at 21st and Andover Rd
- Farmers market
- Andover welcome center
- City center needs an identity
- Form-based zoning, ex: duplexes in single family neighborhoods
- Commercial destination in North Andover
- Food/drink at @21st and Andover
- Vocal artist venue not as large as amphitheater
- Change specials criteria
- Public swimming pool
- Better presence on turnpike – better signage, marketing
- Free city WIFI
- Mini parks for weekend gathering – electricity and water
- Angel investors, business startup (mentors)
- Shopping in north part of town
- Electric charging stations
- Electric scooter charging station like Taiwan's Gogoro
- More gathering spaces
- Community garden
- Connect all trails to be loops instead of down and backs
- More bike paths and trails
- More bike paths and maintained
- Pedestrian bridge over Whitewater River!!!
- Designated bike lanes
- More bike trails

Barriers

- Proximity to Wichita
- Shared border w/ Wichita
- West side growth – water service
- Landlocked on west side
- Too close to Wichita – affects retail business
- Close proximity to Wichita goods and services
- H2O
- Weather
- 54/400 as a divider
- Energy (i.e., rolling blackouts, water pollution)
- Red Bud Trail (some people love it but you can't move it)
- 54/400 north south identity
- BCC Mill Levy needs to be Board of Regents like state universities
- Location of industrial park
- Long jurisdiction not really a hub that's centralized
- Lack of land
- Political body
- Property taxes
- 0 public transport
- Golf course deeds
- Physical barriers – growth will hit limits up against barriers
- No east west corridors besides 400 or 21st
- Challenge to initiate economic growth
- Sedgewick/Butler Co cooperation underutilized?
- Floodplain
- 1 path through town N/S

Full Documentation of Responses

Visioning Workshop

Obstacles

- Lack of attractions in north
- Roads/connections north/south
- Proximity to Wichita
- Work force availability
- Jurisdictions getting in the way of timely progress
- Retail diversity – restaurant, diverse, mercantile
- Lack of services at north end
- Distance of/division between north/south - lack of certain resources like food
- Tax burden
- Destination attractions needed
- Large landowner control and unwillingness to sell
- Ease of doing business w/ city (new business)
- Business momentum – i.e. businesses that compliment one another that encourage visitors to come and stay
- NIMBYism – “close the gate once I get through”
- School district boundaries
- Curb appeal – “the front door doesn’t represent the living room”
- Public transit
- How does playbook fit into this process?
- Ingress egress
- NIMBYism / opposition to change
- Overcome “bedroom” community – be original
- Connect all trails
 - What they said
- Water providers x3
- Diverse housing options
- Affordable housing for retired people
- Waste disposal – solid and liquid
- Location in county
- Collaboration with businesses, city, nonprofit, churches, and community
- Gov regs
- Childcare

Annoyances

- Bedroom community
- Good sit-down breakfast restaurant
- Perception of Andover as “snooty”
- Need bike lanes – no bikes on Andover Rd
- No rule enforcement on trials – improve trail etiquette
- Desire to keep things as-is
- Too large class sizes at middle and high school
- East Wichita
- City/HOA not enforcing residential rules
- Lack of consistency in appearance down Andover
- House on Andover Road
- Not in My Backyard mentality
- Kellogg
- Malls look outdated
- City beautification lacking
- Too many days allowed to shoot fireworks!
- Bike/ped trails disconnected – lack of access thru city for bikes
- Lack of grocery store central part of town and north
- Empty strip malls
- License plate – Andover
- Ped crossing US 54/400
- Golf carts on street
- Facelift of Andover Square and Plaza
- Flag signs and temporary signs in ROW
- Being seen as a suburb of Wichita
- Telephone poles along main road
- All traffic signals need adjustment and bike reconfiguration so when slow time, one car isn’t waiting for full time
- Pole signs along Andover Road – phase out
- Sign upkeep
- No center turn lanes
- School zone speed limits
- Highway 54 lack of turning lanes

Full Documentation of Responses

Business and Development Community Meeting

Trends - What trends are you seeing in the community for business and retail?

- Strip Centers
- Pad Sites
- Rooftops drive business & retail
- Get people outside
- Family focused activities
- Recreation trends like bike paths for transportation and recreation
- Multiunit housing vs. Single-family homes
- Maximize our outdoor amphitheater
- Lectures popular
- City recruiters find business entrepreneurs
- Outlet stores for destination retailer with restaurants
- Online presence
- Baby boomer targeting 55+ housing
- Push to google review the biz's in Andover
- "3rd Place" to hangout
- Courtyard, vegetation, water fountain, stone wall way, trendy ships
- Online presence
- Outlet stores for destination retailer with restaurants
- Entertainment anchors
- Alternate tax incentives/funding mechanisms
- Outdoor venues utilize more
- Play opportunities
- Work from home workers and focus on their needs in their community

Differentiators - What might Andover do to differentiate itself from other areas of interest?

- Great Schools
- Develop a trendy area for tourism, similar to Gruene in Texas. Dance/music/wine shops – etc.
- Connectivity with more trail systems
- Stronger sense of community
- Post HS training and education
- Turnpike
- Upscale image
- Promote relationship with BCC to differentiate opportunities for education
- Be knowledgeable of other communities to understand what they are doing, not to duplicate them
- Encouraging/allowing unique zoning (mixed-use)
- Public street standards, consider bulbs, roundabouts, etc....
- Develop robust bike/ped plan, promote redbud and other bike routes
- Banners & advertising along streets is Andover days
- More reasons to work in Andover
- Build lake
- Updated strip centers with Andover store – better architecture
- Grocery options
- Low crime safety
- Incentives development new & urban development
- Park amenities, outdoor venues, invest in community fitness, emphasize kid friendly activities/or attractions.
- Lack of amenities – expand

Full Documentation of Responses

Business and Development Community Meeting

Diversity – How can Andover attract better diversity of business and retail?

- Destination District
- Low-income housing
- Lower taxes
- Pickleball complex
- Make it easier to cross Kellogg
- 55+ housing
- Unique shopping experience
- Recreation opportunities/ parks
- Easier/more access to turnpike
- Recreation retail shopping district
- Make Andover known for something. Trendy/cool relaxing
- Partner with Butler Community College to create unique opportunities to residents and business
- Regional draw
- Food truck park- bring in different food (culture)
- Invest in BCC athletics & academia
- Perform needs, Partner with Chamber, Butler, etc to develop Trng/etc., Grants, tax breaks to fund such, bonds, etc. star bonds

Differentiators - What might Andover do to Needs – What are the needs of small and start-up business in the city?

- Drop in rental, business space
- Advertising of business to get off ground
- City support development growth invest in infrastructure
- Employees
- Labor clearing house, biz high school & butler students
- Yearly business expo for people to have booths & meet each other/ wine & cheese crowd
- Access to space
- Good location with low rent
- Mentorship
- No mojo
- Student/business partnerships
- Thriving chamber of commerce
- Continued relationships with BCC to train employees if needed
- Local newspaper/internet space to advertise
- Capital labor space knowledge
- Pro-development attitude site plan friendliness.
- Convention center
- Downtown
- Increase salaries and jobs for the Andover Chamber of Commerce
- Tax incentive
- Funding (annual)

Full Documentation of Responses

Youth Community Meeting

Attraction – what makes you leave Andover to go into Wichita?

- Shopping (clothing, games, basic necessities)
- Shopping (clothes, etc.), entertainment (movies, sit-down places to eat, arcades, etc.)
- Shopping (groceries) Dillons, target
- More sit-down places to eat at
- Malls
- Target
- Restaurants
- Job searches
- Dad's work
- Food
- Downtown Wichita
- Less fast-paced (driving, etc.)
- Andover Rd. extremely busy)
- Texas roadhouse
- Restaurants, music venues, musicals/plays, museums, Golf, fishing (recreation)
- Restaurants, shopping, grocery store, "room to breath"?
- Downtown
- More religious buildings like mosques
- Parent jobs
- Greenwich place, Bradley fair
- Community events (walks, marathons, charities, festivals, etc.)
- Farmers markets
- Movies, theaters, skating rinks, arcades, museums
- More options for recreation, botanica, zoo, sports, desserts
- The movies
- The airport
- Amusement parks,
- More things to do
- Safe jobs
- Martial arts
- Sports
- Sports things other in the Y.
- Movies (drive-in, theater), dense businesses, exploration, tax rates honestly, busier city life, art, post-secondary education
- Starbucks

Wants – If we had the choice – I would choose to have this in Andover.

- Sit-down restaurants
- Community things, like animal shelter, community garden, stuff like that
- Things geared toward teenagers, hangout spots, parks
- Sit-down presentation venues, music, musicals, comedy clubs, similar to crown theater
- Museums, art places, places like exploration place
- An airport
- More homie "vibes"
- Low-cost engaging activities
- Restaurants (sit-down), art museum, theater of some kind, farmer's market?, more social centers, small business utilities, walkable infrastructure, greenery
- Meddy's
- "downtown"
- Shopping strip
- Concerts, live music
- Shopping plazas, places for entertainment and recreation (arcades, aviated.) waterpark? More safe job opportunities for teens.
- Work with Butler to pave 90th street
- Community "clubs"
- Color?
- Restaurants
- I want the Y fixed
- Big Shopping Chains (Dillons, Target, etc.)
- More shopping places- doesn't have to be big
- AIS (Anoor) (Islamic)(School)
- Community garden
- Animal shelter

Full Documentation of Responses

Youth Community Meeting

Retention – What would bring you back to Andover after you graduate?

- Education opportunities
- Sports/school spirit
- Safe area
- Community aid
- Education for kids
- Lost cost of living, teen-focused activity, community classes
- The education for kids would bring me back but having more opportunities for kids to grow as a person would be a plus
- Stay calm/not too much growth
- Familiar, family friends
- Old friends
- Disability awareness to make disabled people feel part of the community
- Community, inclusivity
- Seeing old teachers, friends, family, acquaintances
- Upkeep, keeping with up friends and updating while making the old stuff usable
- Diversity
- Sleek aesthetic, greenery, pleasing architecture, education, entrepreneur-friendly, interconnected community updated and modern
- Variety in recreational or entertaining activities/venues
- Recreation, sports utilities offered by the city instead of schools

Uniqueness – what are unique amenities that could be added to Andover to distinguish itself from the region?

- Emphasis on environment, community involvement, social spaces, some kind of strip mall styled farmers market, rentable booth soft business sampling??, community pools
- Large events lead by the community
- Doing more community involved things
- Roadside attracting
- More fun downtown type area
- Outdoor Park, metal structure/large structure art gallery
- Something weird and tacky with its own unique thing
- More stuff like Chicken-N-Pickle, small town things done in a big city way
- Art exhibits, sculptures designed by students
- Amusement Park (e.g., navy pier, Disneyland)
- Even smaller amusement parks- something that would hold same amount of excitement

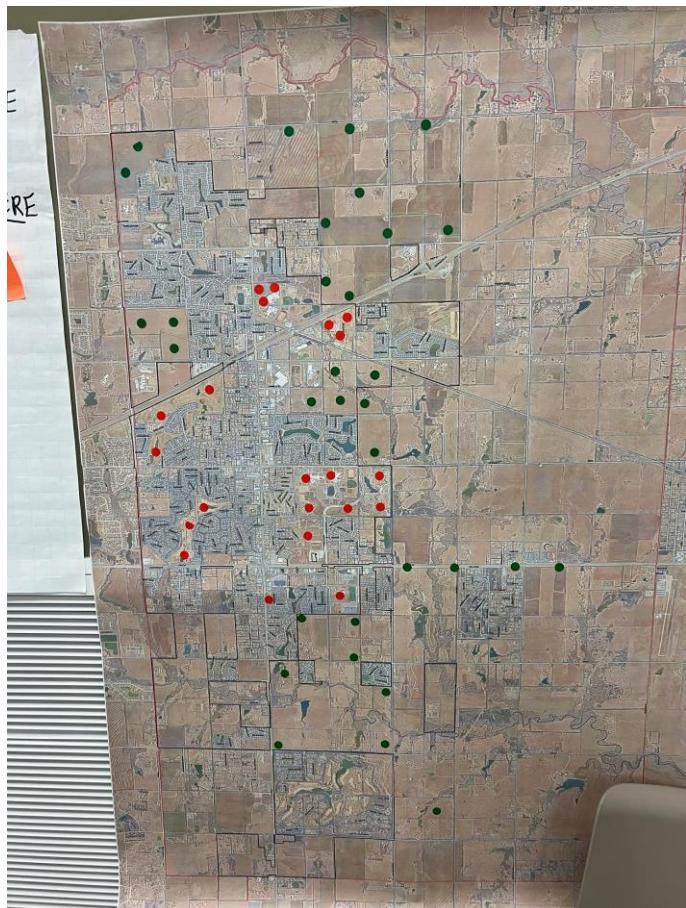
Full Documentation of Responses

Citywide Planning Charrette

Land Use and Development

Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate; use red dots to indicate where you think growth is not appropriate. (LU1).

- Grocery store
- Red Dots Total (x21)
- Green Dots Total (x32)



Following the legend, indicate on the map where new land uses are appropriate. Add as many dots as you'd like. Legend: red dot – commercial, blue dot – public/government, purple dot – industrial/light manufacturing, yellow dot – single family residential, orange dot – multi-family residential, pink dot – mixed-use, green dot – parks and recreation/open space. (LU2)

- Total red dots (x17)
- Total blue dots (x3)
- Total purple dots (x10)
- Total yellow dots (x38)
- Total orange dots (x10)
- Total pink dots (x4)
- Total green dots (x65)



Full Documentation of Responses

Citywide Planning Charrette

What areas should be focused on for redevelopment and infill (i.e., the re-use of existing properties)? What types of development would be acceptable? Use the yellow dots to show us where and your sticky notes to tell us why. (LU3)

- Older homes on Andover Rd. need redevelopment
- Update central?
- Retail? Update, beautify
- Total Yellow Dots (x15)

What areas should be targeted for development? Use a green dot to show us where and your sticky note to tell us why. (LU4)

- Total Green Dots (x21)



Are there existing land uses that are misplaced? Tell use specifically what uses you're referring to and where they exist using your sticky notes. (LU5)

- Properties along Andover Rd from central/13th (westside)
- Totally agree. Not a great image of a growing, vibrant city!
- Ability to have a vehicle to change homes and trailers to commercial.

What land uses are missing from or desired in the city?

(LU6)

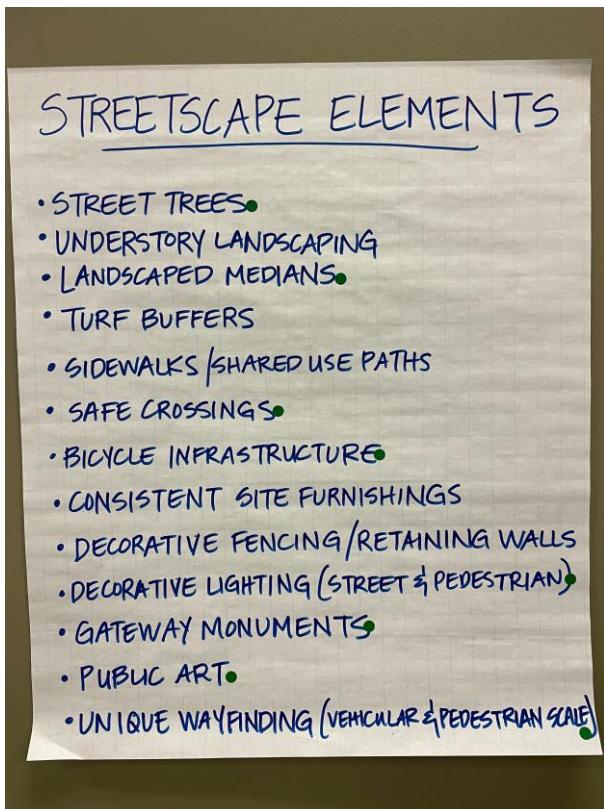
- Missing middle housing, courtyard apts., triplexes
- Support/ IT, research and development, data centers
- Innovation campus
- Roundabouts in honor of lance
- Making the intersection more eye appealing

Full Documentation of Responses

Citywide Planning Charrette

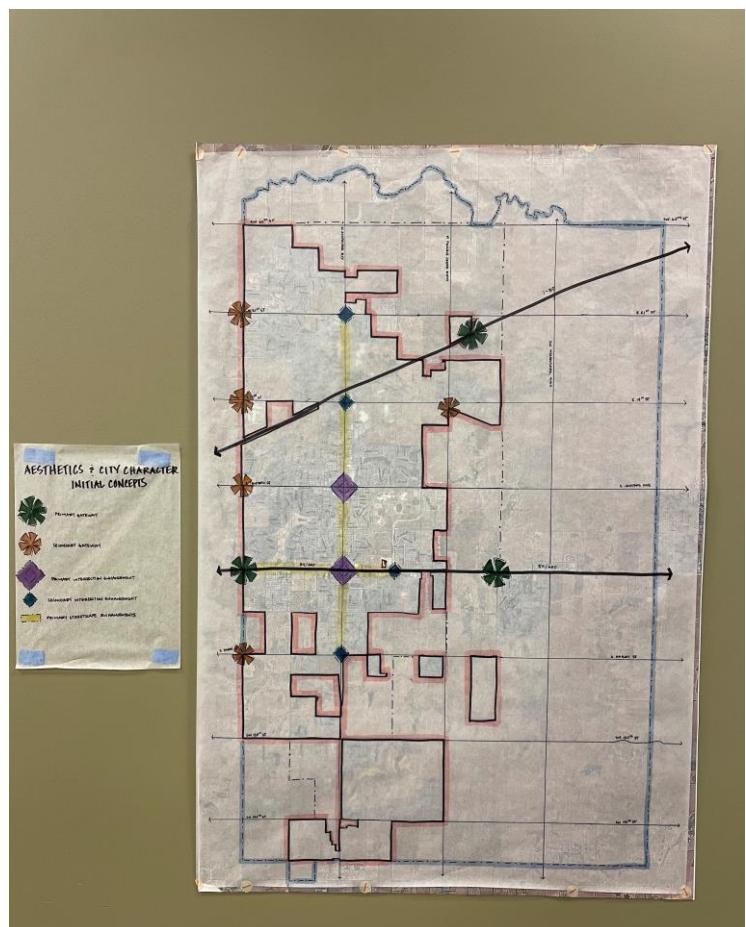
Streetscape Elements

- Street trees (x2)
- Understory landscaping
- Landscaped medians (x2)
- Turf buffers
- Sidewalks/shared use paths
- Safe crossings (x2)
- Bicycle infrastructure (x2)
- Consistent site furnishings
- Decorative fencing/retaining walls
- Decorative lighting (street and pedestrian) (x2)
- Gateway monuments (x2)
- Public Art (x2)
- Unique wayfinding (vehicular & pedestrian scale) (x2)



Aesthetics and City Character Initial Concepts Hand-Drawn Map

- Roundabouts as secondary intersection enhancements
- Cont'd row tress along Andover Rd
- Secondary streetscaping E tow (on all Etow) (x2)
- Decorative crosswalks/bump outs/ raised median at central/ And.
- Streetscaping N to S on 159th

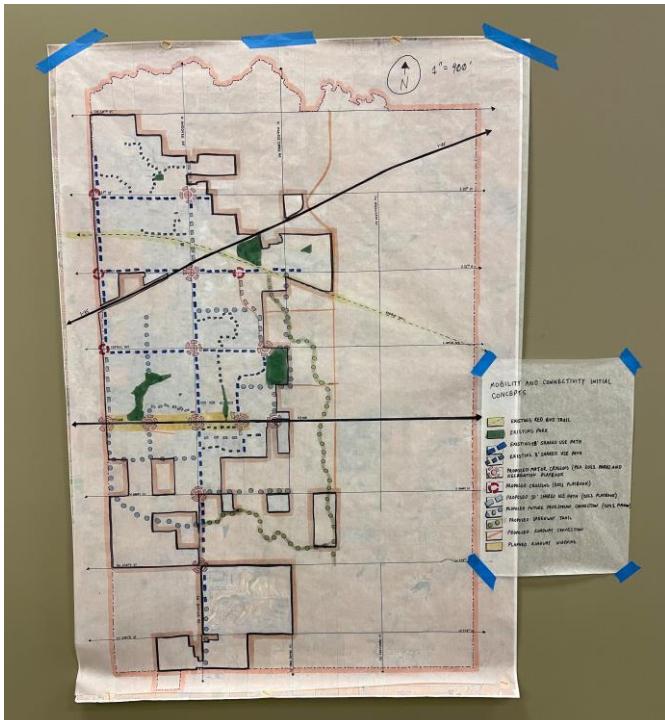


Full Documentation of Responses

Citywide Planning Charrette

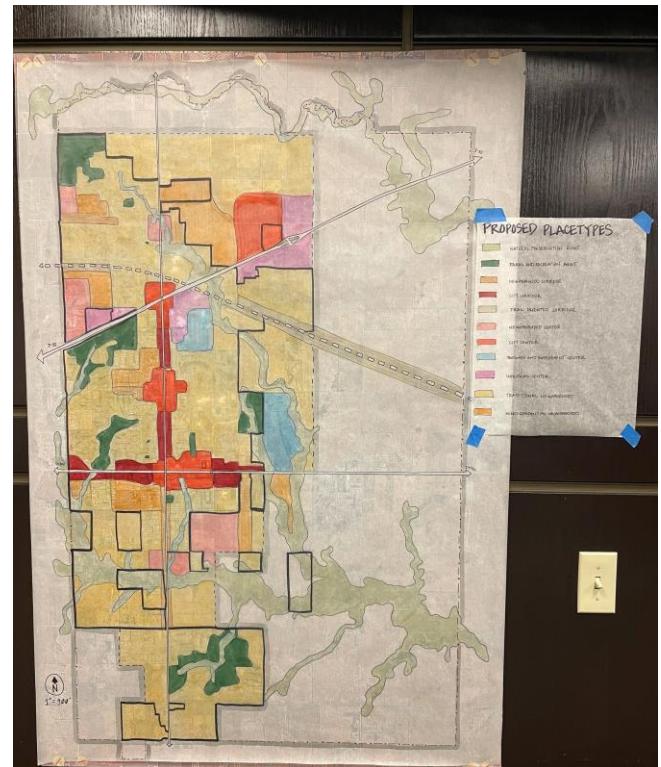
Mobility and Connectivity Initial Concepts Hand-Drawn Map

- Need redbud type crossing
- Camping authorized by bike and backpack hiking for adventure bring \$\$ into Andover
- Make single track system trail within row of Redbud trail
- Love natural trail idea
- Trail connecting Douglas/buckage to greenway
- Nature trail needs to tie in to redbud (which is getting a bridge over 54) or Yorktown.
- Connect here (greenway and harry path).



Proposed Place types Hand-Drawn Map

- Future education center
- Move education center to NE area of Andover
- Rezone area for park/ sport complex
- Medical office campus, business & employment center???
- Education center
- 13th st sports park
- Need restaurant, gas station, etc. to pull travelers off turnpike to Andover
- Need a camping community on Redbud trail to support camping from bike, backpacking that would be unique.
- Bring \$\$ into Andover businesses
- Residential ?? Existing light, industrial/commercial
- Education center
- Existing small business & employment center
- Wastewater treatment facility
- This is a home...also, lots of floodway. Maybe move neighborhood center to west side of Andover area.



Full Documentation of Responses

Citywide Planning Charrette

Mobility and Connectivity

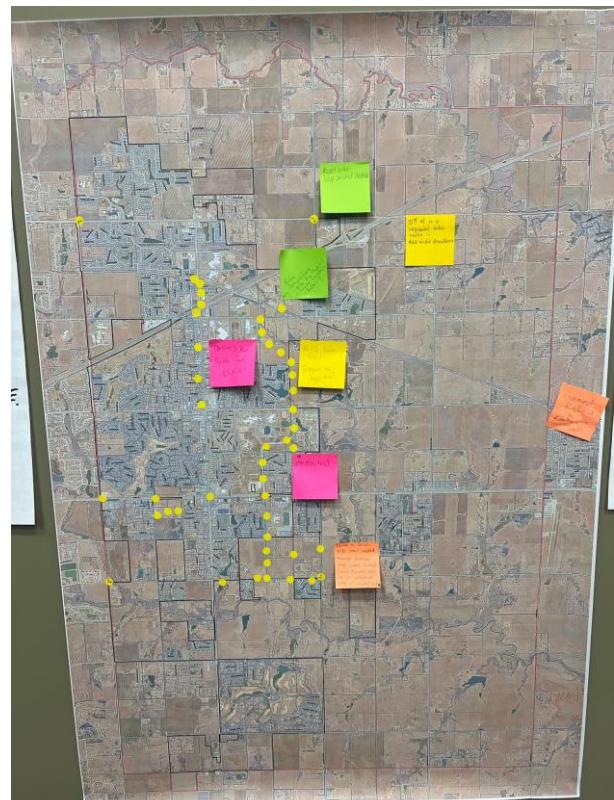
Where is it Difficult to walk in Andover? What are your missing connections? Use the Yweloow Dots to show us where the sidewalk network should be improved/filled in and your sticky notes to tell us why. (MC1)

- 159th- Central to 54, no sidewalk
- Improvement project in progress for 2023 completion
- Road expansion on 21st to turnpike
- Wide shoulders for bicyclist
- W side of Andover Road not in good shape – narrow central to Trojan Stadium
- Difficult to walk bike across 54
- Cannot cross road on bikes or foot to get to restaurants, schools, activities
- Unsafe to cross Hwy, kids in sunstone cannot cross to ACHS or ACMS or Central Park. Very dangerous.
- Road unsafe for walkers, kids, bikers. No shoulder to road tree dump creates heavy traffic. No safe route for kids to bike to Prairie Creek Elementary. Many kids in neighborhood.
- Yellow Dots Total (x 61)



Where would you like to ride you bike in Andover? What type of infrastructure would you like to have available for biking (i.e., off-road trails, road shoulders, painted bike lanes, etc.) Use your yellow dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure. (MC2)

- Use areas in the flood plane to build parks with biking and walking paths
- Why can't we set ourselves up to ride everywhere?
- Road bike loop around Andover
- 21st st is a regional bike route- add wide shoulders
- Bike amenities: bike fix station, water fountain, parking
- Continuing the bike-ped paths
- N-S bike trail, trojan to Jags trail
- Mtn Bike trail
- North to South bike trail needed through Andover. High School to high school across 400. Or on outside of city with wooded area/ turnover.
- Connect redbud to Santa Fe lake trails
- Yellow Dots Total (x40)



Full Documentation of Responses

Citywide Planning Charrette

Here is the parks and recreation playbook (2021) proposal for future trails in Andover. What additional trail connections should be added? Use a series of purple dots to show us where and your stick notes to tell us why. (MC3)

- Connect cornerstone to South with crossing – can be like Redbud crossing
- Connect red bud trails o Harry
- Sidewalks on Harry
- Purple Dots Total (x18)



What would make walking or biking around the city more enjoyable? (MC4)

- Scenery
- Safety
- Lighting (solar)
- Water stations
- Road diets/ 4 corner bumpouts
- Tire pump/ bicycle repair stations
- Bathroom

Are there missing major thoroughfares or collectors (i.e., main, higher traffic roadways) that should exist but don't? Show us where by drawing directly on the map with a marker. (MC5)

- Extend Yorktown to allow prairie creek students to bike or walk to school
- Extend Yorktown to reduce traffic through reflection lakes neighborhood to YMCA & school



Full Documentation of Responses

Citywide Planning Charrette

Where do you notice transportation safety issues within the city? Describe them specifically using your sticky notes.

(MC6)

- Using Minneha as a cut thru to Y.
- Lakeside & 13th street
- 159th kelloggs to 13th college kids
- US 400 @ YMCA
- US 400 & Andover Rd.
- 21st @ cornerstone needs crossing

Should the city encourage transit use/options? IF so, How?

Be specific. (MC7)

- No
- Partnering with ICT for a stop or 2 not set into the transit business
- Charging stations
- On-demand riders
- Yes! Working with county and/or ICT for elderly transport

Economic Vitality and City Personality

What parts of the city are not currently being used in the best possible way when you consider the location economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved. (EV1)

- Industrial small industry Kellogg & 159 & Kellogg & Prairie Creek to farmer
- Sports complex (x2)
- Industrial Park with electric charging stations
- Industrial Park (x3)
- Medical office
- Pink Dots Total (x15)



Full Documentation of Responses

Citywide Planning Charrette

What's missing from the city's current business and employment environment that needs to be added? Be specific. (EV2)

- Small manufacturing 5 to 25 people
- More childcare options
- Childcare
- Data centers
- Gun/shooting range office complex like corporate woods
- More firefighters more police
- Innovation labs R & D
- Corporate headquarters
- Tech jobs
- Tech industry
- Nice, new, clean bar – where you got to just have a drink not to party
- Distribution hubs USPS amazon UPS FedEx
- Business starter bldg. Like Greensburg (incubator)

What's missing from the city's retail/entertainment environment that needs to be added? Be specific. (EV3)

- Put put golf
- Small theater
- Clothing
- Sporting goods
- Collaborative entertainment and shopping "Clifton Square"
- Third places/gathering places
- Safe entertainment ops for teens nd tweens
- Food hall
- Grocery in North Andover
- Bowling alley
- Rock climbing
- Fine dining
- Laundromat
- Sit down breakfast (larger)
- Brew pubs
- Single truck trails along parks and Redbud trail
- Diner
- Chik-fil-A
- Skateboard Park
- Roller-skating, ice-skating rink
- Laundromat
- Surfing, skydiving
- Fine dining

What's missing from the city's housing options that needs to be added? Be specific. (EV4)

- Senior housing no-maintenance
- Affordable housing
- Senior care continued living, assisted, skilled, IL
- Long term Air B&B VRBO so folks can work remotely while visiting family
- Apartments, entry level homes, for returning kids
- Missing middle-housing, courtyard pts, twin homes
- More mixed-use
- What part of Andover do you consider to be "the heart" or central gathering area? If you do not think there is one, why is that so? (EV5)
- Hopefully new heritage
- Central park (x2)
- Central t – Andover Road as the "central" of the city
- Schools
- Football games
- Andover Square "3rd place"
- YMCA
- Trailhead park 0 redbud trail
- Football games
- Parks

What part of Andover do you consider to be "the heart" or central gathering area? If you do not think there is one, why is that so? (EV5)

- Hopefully new heritage
- Central park (x2)
- Central t – Andover Road as the "central" of the city
- Schools
- Football games
- Andover Square "3rd place"
- YMCA
- Trailhead park 0 redbud trail
- Football games
- Parks

What attractions, programs, and events would you like to see in Andover that do not currently? (EV6)

- Highland games
- Van people park
- Dog friendly atmospheres

Full Documentation of Responses

Citywide Planning Charrette

- Festivals BBQ, Tulips, Jazz, Blue Grass, Bikers

What destinations would you like to see within Andover that would make the city stand out? (EV7)

- Space discovery institute (in Andover Square).
- Grocery North side
- Whole foods, Trader Joes
- Sit down restaurants “non-fast-food”
- Shopping
- Walkable, pedestrian-focused shopping
- Container park (bar/restaurant)
- Adventure park

What cultural aspects does Andover have that should be preserved or enhanced? (EV8)

- Better or expanded use of Cap Fed Amphit... (neutral ground for AHS & ACHS)
- Schools' music departments use amphitheater
- Outdoor art
- More local music

Community and Environmental Health

Where should green/open space be preserved within the city? Use your green dots to show us where and your sticky notes to tell us why.

- We need more trees!!!! To grow for future
- More right-of-way trees.
- Future development (x2)
- Ditto
- High school
- Park areas (x3)
- Future development
- Entertainment
- Park area with bike/walking trails
- Green Dots Total (x23)



Full Documentation of Responses

Citywide Planning Charrette

How should your environmental resources (such as Andover central park and lake George) be protected? What measures should be put in place? (CEH2)

- They should follow Kansas wildlife
- Such a big fan continues what we have don't change the rules

What should the city do to encourage environmentally sustainable development practices? (CEH3)

- Homes or commercial development (code) given rebate or standard to use renewable resources
- Hold business more accountable
- Encourage with incentives for business to be better for the ...
- LEED rebate? Tax break

What does healthy living or a healthy lifestyle look like to you in Andover? (CEH4)

- Need health food store
- More walking & biking trails
- Using active transportation for communicating, not just recreation.
- Neighborhood connections
- More opportunities for gathering and connecting
- Expand neighborhood connections to other neighborhoods
- HOA's organized? Contest/competition of some kind, community fun run

What additional amenities and/or programs should be incorporated to improve healthy lifestyles in Andover? (CEH5)

- Host 5/10 K events, ½ marathon
- Regularly
- Mini ironman
- Bike races like Emporia
- Youth cycling team/ mtg. place
- Walk/bike to school days

How can the city support community healthy? What programs are most important to you or your community to focus on? (e.g., mental health, opioid/drug crisis, obesity, etc.) (CEH6)

- More local food/farmers markets

- Mental health @ schools
- Get to know your neighbor events
- School drug usage
- Host more awareness classes for PD & Fire
- Director
- Get outside events

What can the city do to build a stronger sense of community? (CEH7)

- Festivals, blue grass, BBQ bikers, etc.
- More comm. Parades
- Connect HOAS, so events are bigger than just the neighborhood
- Collaboration between all areas in the community. Non-profit, business, churches, etc.
- Visit andover events
- Partner with somebody or website
- Mentor program
- Events to connect north/south Andover
- Fire community academy
- We need people in Andover to VOLUNTEER! unity

City Character and Built Form

What aesthetic aspects does Andover have that should be preserved or enhanced? (CBF1)

- Bedroom community
- Neighborhood community – but need more unity and individual commitment
- Well-maintained and clean streets
- Safety – fire police
- Green space, walkability safety
- Education focus
- Right-of-way trees

What additional aesthetic enhancements would you like to see in Andover that don't exist now? (CBF2)

- The Andover look still through 54/400 expanded
- Improve connectability of green spaces trails wayfinding
- Welcome to Andover signs
- Natural
- Community feel to all signs, etc. i.e.. street signs
- Public art visual arts
- Placemaking/streetscaping/landscaping

Full Documentation of Responses

Citywide Planning Charrette

- Beautify Andover Road, placemaking
- Connect subdivisions by sidewalks so kids can all walk together
- Update Andover logo entering city limits
- More trees. Especially on Andover Rd.
- Entrance signs arches, etc.

Describe the desired aesthetic and built form that you'd like to see in Andover. (CBF3)

- Unique
- Nature
- Innovative
- Edge-city; creating central gathering spaces and amenities as if we were a stand-alone city.
- Connecting walkways – walkability
- Clean and welcoming, keep “site plan” and use
- Transect layout urban to general urban to suburban to rural; currently part of Wichita’s transect
- Flag as cool or cooler than ICT
- White limestone or border consistency
- Get Andover designated in 400 aesthetics when flyover
- Public art/ gateway elements with Kellogg Expansion

In what areas should the city focus on code enforcement and/or maintenance concerns? (CBF4)

- Help keep neighborhood nicer i.e. – grass height
- Trash debris, safety enforcement, vacancies, landlords
- Bridge “hump” on Redbud trail
- Actually enforce code

What programs or incentives should the city provide to enhance the character, maintenance, and quality of the built environment? (CBF5)

- HOA Education – ongoing training by code enforcement
- City give an incentive to HOA for consistent neighborhood and business signs
- AFD citizens Academy
- Ask ourselves are we competitive with Maize, Goddard, Belle Plain, Park City to attract new investors?
- Community grant expansion
- Incentive to update signage with a common aesthetic
- Water use education

Are there any design guidelines that are too restrictive? Are there design guidelines missing that the city should consider implementing? (CBF6)

- Reduce # of signs
- Commercial design is doing correctly at this time. But continuing on after
- Electric vehicle charging stations in parking lots
- Require bike racks at all sites as part of parking requirements

What areas of the city need aesthetic improvements? Use your pink dots to tell us where and sticky notes to tell us why. What areas of the city act as “gateways” or entry points to the city? Use your orange dots to show us where. (CBF7)

- Beautify older retail
- Consistent signage
- Pink Dots Total (x9)
- Orange Dots Total (x18)



Full Documentation of Responses

Citywide Planning Charrette

STRATEGIES AND BUILDING BLOCKS

The following items were preprinted. Individuals were asked to indicate which is their preferred method by placing a dot. The number of dots is indicated by (x #).

Economic Development Strategies

Target Appropriate Industries

- Medical
- R&D
- Professional Services (i.e., architects, engineers) (x1)
- Logistics
- Advanced Manufacturing
- Retail (x1)

Tailor Economic Incentives by Industry

- Sales Tax Abatement on Construction Materials
- Property Tax Abatement
- Industrial Revenue Bonds
- Research & Development Tax Credit
- Tax Increment Financing ("TIF")
- Job Training
- Building Improvement Grants
- Streamline Municipal Approval and Permitting Process

Promote Multi-Tenant Speculative Office and Industrial Development

- Assist with Site Acquisition
- Assist with Tenant Prospecting
- Provide Economic Incentives

Facilitate Large-Scale Business and Industrial Park Development

- Provide Shovel Ready Sites
- Create Design Standards for Infrastructure, Signage and Building

What is preferred? Place a green dot by your preferred strategies. What is missing? Tell us with a sticky note.

BUILDING BLOCKS (PIECES AND PARTS OF A CITY'S MAKE UP)

Green Space

- Land that remains in its natural form; undeveloped land that is to be preserved for ecological benefit; or land that is unsuitable for development
- Space for people to recreate

Corridors

- Center around transportation infrastructure, such as streets and highways
- Allow for movement of people and goods
- Connect areas/destinations within a city (and outside of a city)
- Various scales and forms of development

Centers

- Center around intersections of streets and activity "hot spots"
- Allow for a variety of uses in a denser, mixed-use setting
- Various scales and forms of development
- Emphasis on sense of place

Complete Neighborhoods (X1)

- Residential-focused areas with that provide safe and convenient access to daily or regular needs
- Multimodal internal and external connectivity
- Embedded community and recreational spaces
- Various scales and forms of residential development

PLACE TYPES (AREA TYPE + DEVELOPMENT TYPE/CHARACTER)

What Are Place Types?

- Do not necessarily describe what exists today, but rather the desired vision of what a place is to become
- Designate the appropriate and desired development patterns for the Building Blocks
- Provide the design intent and key planning and design parameters related to how each place will be developed—with a desirable mix of land uses, built form, community spaces, streets, parking, etc.

Full Documentation of Responses

Citywide Planning Charrette

Benefits Of Place Types

- Allows you to better understand land use and transportation interactions
- Make more informed policy decisions

BUILDING BLOCK: GREEN SPACE

Natural Preserve Asset

- Areas of natural resources – creeks, streams, floodways and wetland systems
- Typically remain undeveloped and preserved

Parks And Recreation Asset

- Notable parks system and recreation areas of Andover
- Provide deliberate links and connections between neighborhood developments and existing and/or future park systems.

BUILDING BLOCK CENTERS

Neighborhood Center

- Provides needed personal goods and services, recreation opportunities and community gathering spaces (x1)
- Typically anchored by small retail specialty stores (x1)
- Supporting uses fit the size and scale of the neighborhood character and may include small offices, restaurants, personal services and some civic and institutional uses
- Typically located near residential neighborhoods, they are suited for pedestrian friendly design and character

City Center (X1)

- Typically draw multiple neighborhoods and patrons from surrounding areas
- Include larger-scale tenants, restaurants, commercial retailers, mixed-use developments, small-scale office uses (x1)
- Adjacent uses would include mixed-use buildings and denser residential uses with pedestrian scale connectivity (x1)

Business And Employment Center

- Carefully integrated free standing office buildings, office parks, medical facilities, research facilities, and multi-tenant professional offices
- Light assembly or manufacturing may be appropriate where high-quality planned developments integrate a mix of office and light industrial uses
- Complementary retail and services should be limited in scale and carefully integrated

Industrial Center

- Designated for more intensive industrial uses including manufacturing, assembly and distribution
- Research, warehousing, and other light industrial uses are also appropriate
- Complementary retail and services should be limited in scale and carefully integrated

BUILDING BLOCK: COMPLETE NEIGHBORHOODS

Traditional Neighborhood

- Typically consists of single-family housing on individual lots
- Encourages neighborhoods to promote a distinct character and identity providing a variety of housing types, prices, and styles
- Distributed throughout Andover to provide local access to goods and services, reduce lengthy commute times and promote walkability

Mixed Residential Neighborhood

- Carefully integrated mixture of housing of various styles, sizes, and densities
- Generally located within a five-to-ten-minute walk of neighborhood scale commercial, civic or open space uses
- The mix of housing types is oriented more toward attached multifamily units than detached single-family units
- True mixed-use development is encouraged, and other limited commercial and service uses are also permitted
- Features high-connected street systems, sidewalks, bike-ways that contribute to the multimodal character

Full Documentation of Responses

Citywide Planning Charrette

BUILDING BLOCK: CORRIDORS

Neighborhood Corridor (X1)

- Provides a safe, quality walking environment for residents nearby
- Mix of uses including small scale commercial and personal services
- Typically, in short two to four-block spans amongst single-family residential and attached single-family residential

City Corridor

- Includes commercial development stretching along Andover Road and 54/400, typically focused on mixed-use development, retail, restaurants, and multi-family residential
- Focus on infill development and redevelopment for corridor revitalization
- Will accommodate a full range of commercial uses transformed over time into a more walkable corridor incorporating other use types

Trail-Oriented Corridors (X1)

- Key features included well-connected, multi-use pathways and trail
- Mix of uses including small commercial and entertainment-based retail and restaurants that draw local and regional patrons
- Higher intensity uses should be limited to select nodes along the trail
- be developed—with a desirable mix of land uses, built form, community spaces, streets, parking, etc.

Full Documentation of Responses

Virtual Public Open House

Land Use and Development

What areas should be focused on for redevelopment and infill (i.e., the re-use of existing properties)? Place a comment where you think this is appropriate and explain what kind of land uses, you'd like to see there in your comment.

What areas should be targeted for development? Place a comment where you think this is appropriate and explain what kind of land uses you'd like to see there in your comment.

- An industrial area around the turnpike exit is a terrible idea. It would negatively impact the rural community in the area and would not be a good first impression for people coming off the turnpike.
- North and East. The 254 highway is already built
- New development should be north or east away from established neighborhoods so they are not impacted by increased traffic, noise, etc.
- New Development - now that there is an active development at Kellogg (the
- heritage) the next target should be the turnpike exit at 21st street. Light industrial, transit change, Wherehouse, etc
- There is no way the bridge over the turnpike at Prairie Creek can handle the added traffic. The former mayor PROMISED the bridge would be changed because it is so dangerous when the Prairie Creek Development went in. It still hasn't been. Furthermore, the residents in this area do not want increased development.
- My #1 concern is what does Phase 2 of the Kellogg project look like right here? How does the development of The Heritage Project impact our ability to navigate town (by car or foot) leading up to and during Phase 2?
- Relocation of the formal Industrial Park + lot commercial in the 21st street corridor out to the KTA
- I definitely think that that is a good idea since where the current industrial park is there isn't a lot of space.
- With the residential 21st street corridor, it would be great to see a park in this area since a road was put through City Park at 13th. An area with walking trails and playground, fishing where kids can run without streets on either side. As you come into town from KTA, industrial area wouldn't be a great first impression of Andover. The continuation of

thoughtful neighborhoods up 21st giving kids an opportunity to walk to the High and Middle school that is nearby would be much better than industrial. Families already utilize the 21st/Andover Road area for walking to school and would be a big miss for Andover to turn the area industrial. Industrial should be held to the area it currently is now and south of 21st on 13th to allow for residential development to continue adjacent to schools for ease of transportation/walking.

- Yorktown to Harry connector with Residential infill?
- There are several lots and smaller buildings along Kellogg that are run down and/or vacant. These should be targeted for redevelopment to improve the appearance of the area.

Mobility and Connectivity

Where is it difficult to walk in Andover? What are your missing connections? Be specific.

Are there missing major thoroughfares or collectors (i.e., main, higher traffic roadways) that should exist but don't? Be specific

- Ability to safely cross 21st street across from medical centers
- Where Andover Middle School is in that general area it is very crowded and is very cramped, and obviously, a lot of it is because of the construction I know you can't just stop that, but I do think that it should be easier, and safer to walk around there since it is where a school and kids are walking there.
- <https://olssonstudio.konveio.com/activate-andover-virtual-open-house?cid=7062#page=3>
- Prairie Creek should be connected from 21st to Kellogg and paved as additional north south future access.
- There are several streets in the old central section of Andover with unpaved roads. I would not like to be an expectant Mother and know that stroller is useless in my neighborhood. Walking for elderly in that area is not advisable as there are no sidewalks either.
- It would be nice to have another paved road from Harry Street to connect to Kellogg, or complete Yorktown down to Harry.
- 159th at the new Meadowlark desperately needs school

Full Documentation of Responses

Virtual Public Open House

zone signs to slow traffic down at the start and end of school. Cars are flying through there so fast it's hard to pull out of the parking lot in a car, much less a kid trying to walk or ride their bike. Super dangerous.

- consider removing/relaxing the ordinance that prohibits use of golf carts on sidewalks. With all roads having a speed limit of more than 25 mph, it's not possible to get to local golf courses or high schools on a cart without accessing sidewalks unless you live in the abutting community.
- I second the comment about a way to cross the 54/400/ Kellogg highway from the north side. A big dream would be to have an overhead walkway like they have over Kellogg and I-135 in Wichita. I don't know how realistic that is, but it would only take one.
- Definitely no way to walk across the highway to utilize the park or North extension of Yorktown. Depending on the phases of Kellogg expansion/ improvements this could contain a solution for this but it also impedes development South of the highway as it is cut off
- Need a connection across 21st street at the cornerstone entrance
- We live in Reflection Lake neighborhood. The access to and from the YMCA and Farha Sports Center is limited to Yorktown off Kellogg or through our neighborhood using mine-ha and around. This adds a large amount of traffic through the area on the weekends and even after adding the speed bumps close to Andover Rd traffic goes way too fast. Adding some sort of access from the South off Harry and having another outlet to and from Prairie Creek Elementary would be a help
- I hope you are planning sidewalks and bicycle paths for the new roads (e.g. extending the parkway to 13th), schools and to the city parks, Enhance Prairie Creek like the parkway to 21st street.
- It is impossible to navigate out of this neighborhood by foot or bike (without walking on Kellogg). Kiddo is unable to walk to school, to the store, park, nowhere outside the neighborhood. Unable to safely walk/bike to the YMCA from our neighborhood (without walking on the side of eastbound Kellogg or cutting through other's property).
- It would be nice to have another North / South Road other than Andover Rd.
- Anywhere along 54 is impossible to walk within 20 feet.

Flying debris or wind that kicks up pea sized gravel rock flies at you as well as snow in the winter.

- 159th needs sidewalks to connect the rail for trails path
- A crosswalk for Kellogg near the Dillons would be nice. Most residents drive more than walk though.
- I would like to be able to walk to Dillons or the YMCA from the North Side of Kellogg. Need sidewalks from 202 W. Market to Alison Street so kids walking from Cottonwood do not have to walk in the street.
- A daily drive to work down South Prairie Creek Road from Kellogg to Harry would vibrate any vehicle to pieces, it's just a matter of how long it'll take! Don't ever go down that road at any speed with your tailgate down, everything will rattle out! (Hey, I wonder if that's why there's always a massive amount of trash on that road?!) Any major incident on Kellogg east of Andover Road that sends a stream of eastbound traffic down South Prairie Creek Road (S. Highland Drive & Dublin Drive) to cut to Harry Street. When the rain overflows the drainage and flows over the road at Kellogg/HIGHLAND Drive, Highland Drive/HIGHLAND Lane, or Kellogg/S. Prairie Creek Road the Harry Street access is our ONLY way out of the neighborhood.

Economic Vitality and City Personality

What's missing from the city's current business and employment environment that needs to be added? Be specific.

What's missing from the city's retail/entertainment environment that needs to be added? Be specific.

- What's missing from the city's housing options that needs to be added? Be specific.
- agree about need for affordable housing would like to see affordable senior living options
- we need Chick-fil-a!
- just got one on Greenwich. close enough,
- Affordable housing. I believe living in Andover and paying city/county taxes will be more of an issue if open schooling becomes a reality. Why would you pay Andover taxes if all surrounding communities are allowed to attend our schools?
- Restaurant variety is terrible, but there is no new retail space going in near Dillons where there is open lots.

Full Documentation of Responses

Virtual Public Open House

There is plenty of room to attract some major brands and franchises, but private development / land owners control it and there is no draw for something new. Perhaps tax incentive district or other options could help

- Daycare in Andover does not meet the needs of the community.
- Need some space for white collar, think tech. Need some space for industrial type activity.
- Breakfast
- Most residents leave town for almost everything except groceries. Need more restaurants, variety of shopping, entertainment options for kids and adults. There's just not much to choose from here.
- Would be nice if we could get another grocery store on the North side. Or maybe even a restaurant or two.
- Affordable housing for service workers is not available in Andover
- Small patio homes, condos, other options for seniors. There are already so many new home developments and apartments going in we really don't need any more. Not until we have the infrastructure to support what is already in the works. Schools, roads, etc. The new Meadowlark elementary is already full!
- Definitely more sit-down restaurants, that would be considered "nice" and not just fast food.
- I definitely think that we need more sit-down type restaurants and grocery stores such as Millions, something close by in Andover, so residents don't have to travel all the way to Wichita for it.
- All new medical or office space development is on the North end of Andover Rd. I think creating an office / medical park South of the highway could create opportunity for missing business types. There is a definite need for affordable daycare, apartments, single family homes and easily accessible office space
- Affordable apartments, new housing areas, quality built homes (some builders have done shoddy work). Generally it needs a clean, well-planned expansion and not the hodge-podge approach of late
- A breakfast place would be great. If you don't want fast food, then you have to leave Andover to go out for breakfast. More sit down restaurants would be nice. Less duplicates of store types.

Community and Environmental Health

How should your environmental resources (such as Andover Central Park and Lake George) be protected? What measures should be put in place?

What additional amenities and/or programs should be incorporated to improve healthy lifestyles in Andover?

- I think that some programs, specifically an area where kids can sign up for programs that fit their interests, would allow kids to enjoy what they like to do and hopefully grow from that love of doing it. Also, I think that some community events that could be annual or just every once in a while are good. We don't have too many significant annual events except for Greater Andover Days Parade, but that only comes once every year.
- Honestly, the renovated playground is a little lack-luster when you go to Augusta and see the massive and intriguing playground there. I also think more bathroom facilities on the South end of the park would help. Perhaps adding pickleball and/ or basketball courts would increase draw and use Lighting on the Southeast loop is a little dim and maybe some park cameras to prevent damage or graffiti
- Add a deed restriction that the parks can not be repurposed or sold without a vote of the residents supporting the change first.
- I think if we got nice sports areas, that included basketball, tennis, pickleball courts, etc. I feel if we had something really nice people would want to use it more.
- We should protect Central Park at all costs. The park is used at all times. We walk there quite often and other people are always there enjoying the park. Do NOT take away from Central Park.
- Central Park needs a splash park Activity center that allows kids and seniors to attend classes such as crafts , cooking, computer, etc.
- City sports/classes for kids - some there but not ever advertised
- We need something for the older kids like a skate park. Also more classes through the parks department like dance, sports, etc that residents can sign up for. Especially now that we don't have our local Y for a couple years.

Full Documentation of Responses

Virtual Public Open House

City Character and Built Form

Describe the desired aesthetic and built form that you'd like to see in Andover.

What areas of the city most need aesthetic improvements? Place a comment where you think improvements are most needed and explain what kind of improvement is needed in your comment.

- I think the massive barn housing at Douglas and Shay are packed in so tight that style doesn't match anything else in town. High density living is not appealing nor complimentary with the rest of the city. I'd discourage more housing like this. Plus the schools won't be able to handle the number of students from them.
- I would 2nd John's response. We sold our home within the HOA because we wanted out of the HOA.
- I am OK with a diverse character and architecture. That is, I would not want to see Andover become something like a city-wide HOA.
- It's been great this area has been cleaned up, but curious when/if this rundown house will be removed?
- There is no consistency in the finish requirements of buildings. We need to prevent metal buildings that do not have a stucco or other finish. The general style is broken up and needs improved. The area near central and Andover rd has an abandoned home that was a business but now just overgrown with trees. Would be nice to have the main run look new, clean, and revamped
- There are several over grown fields and run down buildings on Kellogg between 159th and Andover road that look horrible. The fireworks/pumpkin patch lot at the NE corner of 159th and Kellogg is looking worse every year with their assortment of containers and other junk that gets left out year round. It would be nice if they built a storage building to hide all that mess in.
- Affordable housing needs to be a consideration when developing restrictions such as square feet requirements ..multi family..lot size etc.

Land Use and Development (Initial Ideas)

Initial thoughts for future place types are show on the map below. What do you think? Are there place types that seem misplaced? What is missing? Place a comment anywhere on the page to show us where and tell us why.

- Much of the language being used by the city is from 30x30. Is that what is guiding the city? Citizens should read up on this.
- You want to put an industrial area in between neighborhoods, and next to what you propose as a city center???? ('City Center' here also is ridiculous, the 'center' is Andover Rd and Central. No one thinks near the turnpike would be a 'center'.) Not only will the industrial center devalue the neighborhoods, 13th st park, and surrounding areas, it's an eye sore! That's the first thing you want people to see coming off the turnpike??? Why not focus on putting industry near 54! There's tons of space to the east that is already like that!!!
- I agree. Our current industrial area isn't full and the neighborhood in this proposed area would be devalued. We do not need another industrial park.
- Really, an industrial park by a neighborhood and church? What happened with the current industrial park on Andover Rd.? With all the work that will be occurring on 54 with side streets etc sure seems to make sense to put an industrial park along there East of town. Lived in Andover my entire life and seen many poor decisions made over the years, this would be another one to surround a church and homes with industry. Use 21st area and turnpike to draw more family friendly things like perhaps an indoor sporting complex, something that aligns with traveling families perhaps, but not industry in this area, that makes no sense.
- Proposing an industrial area adjacent to residential is not well thought out. With the beautiful neighborhoods growing on 21st and a Middle & High School within walking distance from this area it would be a BIG mistake to locate industrial here. It would also be a bad look as a first impression of Andover from KTA as you exit. The city put a large road through central park, giving the residents a large park further east with less traffic would be nice here since it is already beautiful native grass and some areas heavily treed. So many kids would love a dirt bike course or trail biking, and this is within walking to many.

Full Documentation of Responses

Virtual Public Open House

- It's pointless to have a 'city center' in this area. Everyone knows Andover Rd and Kellogg are the 'city centers'. As it is, people have no idea how to drive on 21st in that area, we don't need increased traffic.
- If there is need for an additional city center, this location is too far removed and would increase traffic for families that walk the 21st street corridor. It would be nice to see a city center south of Kellogg to encourage new neighborhood growth on the South side of town.
- "The industrial center located near the turnpike should not border the surrounding neighborhoods so closely, it will tremendously devalue those homes.
- Also - really hope to see upgrades to the 13th St Park in this plan, including finally tearing down the condemned house by the park entrance. Open field would be nicer to look at than that eye sore."
- Multifamily housing should stay along the Kellogg Corridor as the current plan calls for. It allows for better traffic flow. At the very least, holding the mixed-use/multifamily south of 21st street would be ideal to allow those areas access to 13th also as the 21st & Andover Road intersection is already too congested.
- I find it disturbing what was a neighborhood from the '50's has now been hijacked and forced into the city center without consent. This does not do anything for the notion at the start of this survey about "Retaining" citizens. Nor tear down their buffer wall and turn their dead end streets into thoroughfares.

Mobility and Connectivity Initial Ideas

Initial thoughts for transportation improvement ideas are shown on the map below. What do you think? Is anything missing or out of place? Place a comment anywhere on the page to show us where and tell us why.

- I don't see additional park space proposed. the city boundary is expanded but addition parks are not included.
- I love the greenway trail proposed (green circles path) and the blue rectangles 10' shared use paths proposed.
- No walk or bike-ability out of this neighborhood!
- I would discourage placing yet another stoplight on Andover Rd by the Taco Bell and funneling traffic from the Heritage out that way. Do as the shopping area at K-96 and Greenwich does: enter/exit from the same area. Let Heritage exit in and out from east and north, but not to the west. A stoplight at Taco Bell would mean 6 stoplights from Dillons to Central.

Aesthetics/City Character Initial Ideas

Initial thoughts for aesthetic improvement ideas are shown on the map below. What do you think? Are there missing opportunities for placemaking? Place a comment anywhere on the page to show us where and tell us why.

- Please realize you mark this as a primary gateway but in the development map, want to utilize this area for Industrial. I state again, utilizing this area for industrial would be a mistake. Having a beautiful first impression as you exit KTA would be ideal-beautiful open space, park, single-family high-end residence, ect.... not an industrial park. The city should make a point to THOUGHTFULLY plan from KTA to Andover Rd as it is the first impression of our city!

Full Documentation of Responses

Final Virtual CPSG and TC Meeting

Vision and Values

How accurately does the vision statement capture the collective needs, wants, and desires of the community? Tell us by placing a comment in the box.

Do you feel that the values can be used to reinforce the vision statement? Is there anything missing? Tell us by placing a comment in the box.

- I think the vision statement is pretty concise and to the point.
- Very well said.
- Define complete community. May mean something different to people.
- I appreciate the ambiguous nature of “complete city”, as it can relate to housing diversity, economic diversity, demographic diversity, etc. Can be dependent on one’s lens/perspective. I also believe the values help to define “complete city”.
- Yes. I think the statement accurately sums up what we’re aiming to accomplish.

Place Type Framework Plan

Are there place types that seem inaccurate? Tell us where by placing a comment on the map and why by placing a comment in this box.

Does the proposed growth area seem reasonable? Why or why not? Tell us by placing a comment in this box.

- Signage is going to be really important at directing people, especially visitors, to the city centers.
- Is there a place type that would be appropriate to buffer between industrial and traditional neighborhood? If residential comes first, there can be push back against industrial (even if shown in a comp plan).
- This is the Wastewater treatment facility, probably needs a different placetype
- This could be business, commercial with lots of green space.
- In the past the governing body has desired this area to be park land, should this whole area be business and employment center?
- This area is a large dry detention pond, might be better labeled a nature reserve

- This area is part of the Y. Shouldn’t it be labeled the same as the Y above instead of a mixed residential neighborhood?
- What can we provide for the students at BCC? Commercial with apartments above?
- That would be a Butler question, Need to know the demographics for the students attending.
- Expand city center to NE or add neighborhood corridor to the east of Andover Road. Need more of a retail presence in north Andover.
- Missing opportunities to develop the 21st/Andover Road area with attractions/restaurants...
- city corridor should extend beyond neighborhood
- This land at the NW corner is owned by the USD. Change to education center (future MS and HS)?
- Proposed growth area might be slightly large for a 10-year outlook
- wastewater treatment facility needs to be assigned a different placetype-marked on map

Mobility and Connectivity Framework Plan

Are there misplaced recommendations? Tell us where by placing a comment on the map and why by placing a comment in the box.

Are there any opportunities that are missing on the map? Show us where and tell us why.

- There is nothing coming off the turnpike or east from 21st street. This area needs to be dressed up to welcome people into Andover. On the West side of the city, 21st and 13th, we do an excellent job of letting people know they are in Andover.
- We have a 10' path on the east side of the road for a short distance with a some additional currently under construction. Might be good to extend North to 21st.
- The private golf courses in Andover should be classified as such and not in the “park” classification. Flint Hills National and Terradyne are both marked as “parks”. 13th Street Sports Park is not highlighted on the current map version.
- 13th Street Sports Park is missing as a “Park” asset
- We have a 10' Path on the east side of the road in this location
- This is Terradyne, private golf course

Full Documentation of Responses

Final Virtual CPSG and TC Meeting

- We have a 10' path on the south side of the road from 159th to Andover Road
- A few 10' multi-use paths are missing, but marked by Rick on the map
- Flint Hills National and Terradyne should be marked as private golf courses
- 13th Street Sports Park is missing as a "park" asset

Aesthetics and Character Framework Plan

Are there misplaced recommendations? Tell us where by placing a comment on the map and why by placing a comment in the box.

Are there any opportunities that are missing on the maps?

Show us where and tell us why.

- This seems like a lot longer out than a 10 year plan, maybe more like 30 years, should something that is very unlikely to happen in 10 years be shown?
- Good comment, Rick. I think it should still be shown. It might not necessary be developed and completed in 10 years, but I think it provides a timestamp for the way we wanted to see a particular area developed from 2024-2033 and provide a good starting point for the next comprehensive plan.
- Signage will be important in giving a character or brand to the city. Also signage for directing people to areas in town - commercial, medical, schools, etc.
- Most traffic going EB on 35 is likely thru-traffic, but still an opportunity for limited signage at 159th to signify entering into Andover.

Full Documentation of Responses

Draft Plan Online Public Review

Section 1 - Introduction to this Document

- It says these are stakeholders but doesn't say how they are affiliated or what "stake" they have in this plan or in Andover. Are these business owners? A random selection of people? Any professional engineers or planners? A stakeholder has some gain or loss in the outcome. Would be nice to know what these people have as stakes in the plan. Perhaps this is explained later in the document.
- How does Wichita's City Council District 2 Councilwoman Becky Tuttle become part of a "Comprehensive Plan Stakeholder Group" for the city of Andover? She refuses to answer any emails or questions as to what is currently happening on the building blight construction project that has been sitting dormant and a hazard at 127th and 21st North for years. It needs to come down. However, Becky Tuttle has time to get involved in the city of Andover comprehensive planning? Give the people of District 2 in Wichita your consideration, not Andover. Wichita is paying you.
- Looking forward to reviewing
- Took forever to get this website bro work. Maybe it was by design. No more car washes. No more apartments. Do something with the old gas station at 54 and Andover Rd. Clean up the lower income neighborhoods. Take care of all the roads in town. Bring more beneficial businesses NOT Carwashes. Stop the apartments. Who is benefiting from the apartments?
- Apartments are absolutely necessary. Everyone benefits from apartments. Apartments offer quality short and medium term housing. People just starting out depend on apartments for housing when they don't have enough saved up for a down payment on a house. These days affordable 1 bedroom and bathroom rent starts at \$850/mo, which is far far cheaper than renting a house. Not everyone gets to live in their parents basement. Apartments are also used by families while their house is being renovated or built. Apartments are also used by retirees that want to be closer to grand children, and not be a burden by still living on their own with minimal maintenance. Apartments are used by the poor for short term leases to fit their needs and situations. Apartments lower traffic congestion when they are well placed and are a huge tax benefit

to help the city budget. Face it, a healthy city requires apartments. Not everyone's lifestyle or budget fits on a 0.33 acre lot with a \$400k house.

Section 2 - Activate Andover: Vision, Values, Goals, and Strategies

The Activate Andover Comprehensive Plan Vision

- Font is too big. Almost to the point where this section is hard to read.

Values

- Great...Andover is full in on ESG. Just what we want in 2023. Not only the globalists, feds, corporations, and schools pushing ESG, but our city government.

VALUE 1 - GROWING ECONOMY + WIDESPREAD OPPORTUNITY

Goal GE+WO-1 Establish a diverse and resilient economy that withstands economic stress.

Strategy GE+WO-1.4: Permit home businesses.

- Yes. I'm in favor of allowing people to do what they want on their land as long as they're not damaging their neighbor's land.

Goal GE+WO-3 Encourage the growth of local businesses.

Strategy GE+WO-3.1: Increase access to funding.

- Is this with the use of more TIF's that 80% don't ever get repaid, and the tax payer ends up footing the bill?

Goal GE+WO-4 Create affordable, mixed-use job centers.

Strategy GE+WO-4.2: Provide attainable employee housing.

- Agreed. We should encourage housing options allowing all our workers to live in Andover to stop property tax dollars from flowing back to Sedgwick County.

Full Documentation of Responses

Draft Plan Online Public Review

VALUE 2 - ROBUST NEIGHBORHOODS + ATTAINABLE HOUSING

Goal RN+AH-2 Increase options for and access to mixed-income housing units

Strategy RN+AH-2.3: Promote housing alternatives to achieve healthy housing diversity and gentle density.

- To promote housing for everyone, this also means housing without HOAs. Not everyone desires to live in neighborhoods with clip board warriors obsessed about symmetry, uniformity, and adherence to made up rules.

Goal RN+AH-3 Strategically create higher housing density near services, amenities, and transportation corridors.

Strategy RN+AH-3.2: Promote appropriate relationships to adjacent neighborhoods.

- This is not being done with the Heritage Use area. Butting up high density against R1 housing (1/2 acre lots). Bringing in high traffic into virtually no traffic areas. High light against very low light area of Willowbrook neighborhood.

VALUE 3 - CONNECTED NETWORKS + EFFICIENT TRANSPORTATION

Goal CN+ET-1 Prioritize multimodal connectivity in development and transportation decisions, strategies, and investments.

Strategy CN+ET-1.6: Provide safer crossing of US 54/400 on foot or bicycle.

- Great idea.

VALUE 4 - VIBRANT LIFESTYLES + DISTINCTIVE IDENTITY

Goal VL+DI-4 Promote and expand public art.

Strategy VL+DI-4.1: Integrate local artists into community development.

- Is this really the role of city gov't? It seems Andover is trying to be everything in every area. Constitutionally, the first role of gov't is to protect individual liberty. The bigger you grow the city gov't, the more you take from the tax payer, and get into lanes not meant for gov't.

VALUE 5 - SUSTAINABLE DESIGN + ENVIRONMENTAL STEWARDSHIP

Goal SD+ES-2 Expand the use of sustainable and resilient development practices.

Strategy SD+ES-2.1: Codify policies and regulations for renewable energy generation.

- So much of this reads like the UN's Agenda 2030. Was that the model and guidance?
- I see this more as a target to HOAs, that either refuse to allow solar panels are insist on orientating them in the most inefficient way. Any law that takes power away from HOAs is a good law. Dont bring up dumb "UN policy XXX", residential solar has very small impacts on the grid. Even if there was a significant growth of solar in the Wichita area, we will still need our coal and natural gas power plants. The only thing renewables do is add some hybrid efficiency to the grid system. When the sun is shining, the coal plant can save several lumps of coal for the next day and saves some strain from national natural gas supply and labor shortages on transporting coal.

Goal SD+ES-5 Plan for environmental protection and resiliency.

Strategy SD+ES-5.2: Cultivate partnerships/coordination with various environmental efforts/organizations.

- Citizens paid how much for this comprehensive study that reads exactly like the UN's Agenda 2030?
- Oh give it a break. Its just fancy meaningless words to say, we might build a park or have a nature preserve to attempt to save a minimal amount of Kansas's remaining prairie ecosystem, and have water saving strategies during droughts. Eventually the EPA is probably going to come after Andover's waste water treatment plant for discharging too much of kind of waste, not sure if the city is trying to foreshadow anything.

Full Documentation of Responses

Draft Plan Online Public Review

VALUE 6 - EFFECTIVE GOVERNMENT + PUBLIC PARTICIPATION

Goal EG+PP-3 Encourage smart city infrastructure and data platforms that improve city services.

Strategy EG+PP-3.1: Monitor and implement smart city technology for widespread city operations and services.

- Smart city? Andover city officials and elected officials - this is like the CCP of China. Stop! You have no right to be data harvesting and tracking your citizens. Do not do this.
- The electrical grid is already smart. There is truly not much the city of Andover can add to "monitor and implement smart cities" that utilities can not already do. This section is just meaningless fluff. I imagine the plan for "smart data" is to create a log-in portal for a near real time system for residents to see their water usage, much like every offers for electricity. I definitely foresee a future local fight for natural gas hookups as many new housing developments are electric only with no option for natural gas. However with high prices of natural gas, the electric heat pump is going to win, even though heat pumps truly do take a long time to raise indoor temperatures on a cold day.

Section 3 - Activated Places: Land Use and Growth Framework

Place Type Framework Plan

- The Portland "15 minute city" in other words?
- Really not trying to pick on you, but you need to travel more. It really is nice to be able to walk somewhere, meet people, do some shopping, and walk home. Now to the heart of comment, do you really have such low trust in local governments that you believe in the middle of the united states of America a local government is going to enact a law to forbid you from traveling outside a 15min circle from your house and somehow avoid an all-out riot where the people out gun the local government many times over? Do you really think so low of our police to even enforce such a

mandate?

- An industrial center on Harry? That's a terrible idea! That road is gravel, there is no way it will handle industrial traffic. And all the people around there are living out in the country for a reason, and it is NOT to be next door to an industrial park
- Tis what happens as communities grow. What is a dirt road today may not be a dirt road tomorrow. Often times an industrial park just means warehouses or small machine shops.
- Why no city corridor/city center along 21st east of Andover Rd? Completely underutilized area that could easily pull in traffic from the I35 Andover exit and bring \$ into Andover restaurants/stores etc. from travellers who prefer not to have to delve off into an urban area. Also, the north end of the city is losing out on retail money from all the residential neighborhoods in that area. The city has blinders on if they think that those residents aren't driving west on 21st and spending their \$ rather than driving all the way south on Andover Rd for dining/shopping. The corridor around Andover Rd/21st going north and east needs some serious development now not 10 years down the road.
- Section 2 page 37 states "optimize opportunity for parks, open space, and other rec. amenities. Why are no new green spaces proposed given the large amount of mixed residential and new traditional neighborhoods proposed in this area. This is wide open space with beautiful trees and landscape, having a native area for residents to enjoy without a parkway through it would be a great addition to the city.
- Given the proposed large increase in density with the amount of mixed residential, and the fact this is existing heavily treed native grass space, an adjacent park or green space for the residents in this area should be included. It would also make a nice buffer for the existing residential along 21st street between the proposed mixed-use residential.
- Section 2- page 25, states "Promote appropriate relationship to adjacent neighborhoods". Given there are already existing homes on large acre+ lots along 21st street at this area, I would think a traditional neighborhood adjacent would be a better transition. holding the mixed-use on the south side of 21st street, using 21st as a buffer, and along Kellogg, where the current comprehensive plan calls for mixed-use, as Kellogg can more efficiently

Full Documentation of Responses

Draft Plan Online Public Review

accommodate the increase in traffic.

- AHS/AMS complex needs an egress road to 21st. Obviously a huge expense to build a bridge over the wetland area to the north of AHS but with all current entrance/exits to the schools as well as the Trojan stadium & elementary school across the street the traffic lights are not going to be able to control the congestion in that area long term (and probably not very short term either).
- Andover Rd/21st Intersection needs serious development now not down the road. There should already be restaurants/stores in this area that the plethora of residential neighborhoods as well as the students/visitors to the AHS/AMS schools would support rather than driving into Greenwich Rd and spending.
- It would be very helpful to have sidewalks along Harry. Neighborhoods such as Montana Hills, Aspen Creek, and Heather Lake/Lantern Lane have no walking options to connect to the Andover Road path. It seems like an accident waiting to happen to force so many people to bike or walk on the roadside.

Complete Neighborhoods Place Type: Traditional Neighborhood

- Need to protect existing and future traditional neighborhoods from rental duplexes being built because it is more profitable for the developer

Growth Area

- Stop construction of banks, collision centers, car repair businesses, and car washes...We have enough options there and the demand isn't there. Put in decent dining options and/or retail the citizens can frequent.
- Actually, I had to start changing my own oil because the wait times in Andover have become too long.
- Limit additional building in the town until infrastructure can catch up. Building all down 21st street without adding to the infrastructure will significantly impact traffic and be detrimental to schools
- The town needs better engineers to manage stop lights. There is no need to get stopped on Andover Rd by two school lights when there is no school in session and no cars present from the schools. The temporary lights were

ridiculously timed and the new lights are a slight step up.

Section 4 - Activated Connections: Mobility and Connectivity Framework

Mobility and Connectivity Framework Plan

- This trail runs through private land. This smells of 30x30 and eminent domain. How is this trail being built on private land?
- Good grief. How dare a city expand or have imagination. In case you are behind the times, there is a major housing shortage, everywhere. The population of the US is growing and that means large land owners inside cities are in a position of lucrative land holdings. However just as the people who used to live on Kellogg 30 years ago found out, eminent domain is quite real. We are a nation of due process, but typically city expansion prevails.
- The majority of the proposed increase in density is north of 13th with the multi use housing but that is also where the proposed greenway trail ends. There needs to be a plan to buffer the existing traditional housing with the multi use and a plan for green space north of 13th given the large increase in density this plan proposes.
- Another trail running through private land. This is smelling like Biden's 30x30 that has eminent domain for this "walkable"/"bikable" model.
- If there was no eminent domain then Kellogg would still be a hot mess of 4 and 2 lane roads with stop lights at every intersection. Thankfully over the last 30 years of construction the next generation will never know the burdensome difficulties of traveling east and west through Wichita. Do you own said land? How do you know that a deal agreed upon by all parties was not made? You know that one of Abraham Lincoln's most famous quotes was, "Do not believe every conspiracy theory you read on the internet". Thats a joke BTW.

Full Documentation of Responses

Draft Plan Online Public Review

- Somewhat disappointing to see no plan to connect prairie creek road between 13th
- * Just wanted to add, the additional paved north south road between Kellogg and 21st should serve the city well for future growth along with the additional pedestrian trails.
- ** perhaps a table of proposed road ways will be helpful. I completely missed the E woodstone road along with the connection between 13th and central because of orange dashes over the grey proposed road layer.

Planned Roadway Widening

- Is this comprehensive plan taking considerations from the previous comprehensive plan? For example having the utilities go underground when the corridor is built

Section 5 - Activated Character: Mobility and Connectivity Framework

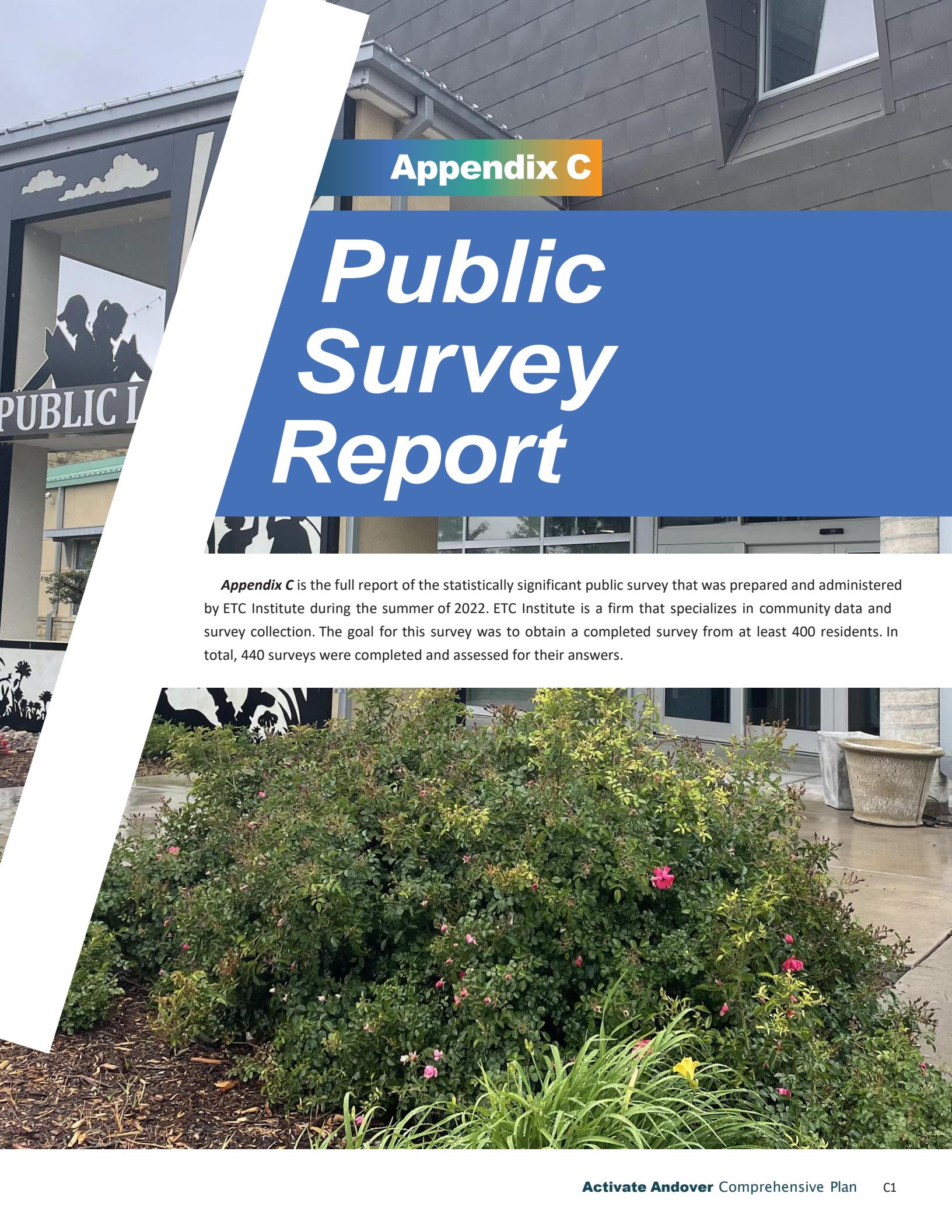
- Put electrical underground to help with aesthetics and safe from tornadoes

Aesthetics and Character Framework Plan

- The roadway I thought was originally planned to extend Yorktown road and connect it directly to Prairie Creek Road. With the expansion of the Prairie Creek Development, this would provide better access to the south end of town, which would reduce traffic on Andover Road, and provide a direct connection from the development to Andover Central High and Middle schools.
- I thought the same thing, perhaps there are issues with geography or property rights.
- Need to overlay the drawings from the corridor study, so the roads aren't in 3 different places effecting sales of properties.
- Is south McCandless road and the proposed street going East and West to scale? I own property close to the area that street
- The roads are positioned correctly, but the width is not. Its called "line type scale" in cad where lines are printed wider for purposes of making it easier to see against other roads.

- Running that right up to our neighbor's house, and taking out the privacy wall our neighborhood fought to have years ago. We now will have that wall removed, and have a throughfare running through where the wall had been. And taking what were dead ends and running major traffic onto new streets beside homes that never had a road beside them. Live in Andover long enough, and every word or promise given will be broken. I've lived here 25 years to see it again and again.
- So somehow you've lived near kellog for 25 years and never once thought, "gee when will this thing eventually reach my house?" I really hope for the best because the Kellog expansion changed neighborhoods and not always for the better. Maybe if you were not so against walkability there would not be so much traffic.
- This should be a primary enhancement, not secondary given the large amount of multi-use housing proposed in this area in addition to the traditional housing that is flourishing to the adjacent area.

PAGE INTENTIONALLY LEFT BLANK



Appendix C

Public Survey Report

Appendix C is the full report of the statistically significant public survey that was prepared and administered by ETC Institute during the summer of 2022. ETC Institute is a firm that specializes in community data and survey collection. The goal for this survey was to obtain a completed survey from at least 400 residents. In total, 440 surveys were completed and assessed for their answers.





Executive Summary

Activate Andover Comprehensive Plan Survey - Executive Summary



Purpose

ETC Institute administered a comprehensive plan survey to residents of the City of Andover during the summer of 2022. The purpose of the survey was to gather resident opinion and feedback regarding the city's future growth and development, its priorities, and its services in preparation for the City of Andover 2024-2033 Comprehensive Plan.

Methodology

The six-page survey, cover letter and postage-paid return envelope were mailed to a random sample of households in Andover. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. Ten days after the surveys were mailed, ETC Institute sent emails and text messages to the households that received the survey to encourage participation. The emails and texts contained a link to the online version of the survey to make it easy for residents to complete the survey.

To prevent people who were not residents of Andover from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. This goal was met, with a total of 440 residents completing the survey. The overall results for the sample of 440 households have a precision of at least $+/-4.6\%$ at the 95% level of confidence.

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for all questions on the survey,
- benchmarking data that show how the results for Andover compare to other communities,
- Importance-Satisfaction analysis to determine priority actions for the City to address,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from the City of Andover with the results from other communities where ETC Institute has conducted a resident survey. Since the number of "don't know" responses often reflects the utilization and awareness of city services, the percentage of "don't know" responses has been provided in the tabular data section of this report. When "don't know" responses have been excluded, this summary will include the phrase "*who had an opinion*."

Activate Andover Comprehensive Plan Survey - Executive Summary



Perceptions of the City

Most residents surveyed (91%), who had an opinion, were "very satisfied" or "satisfied" with the overall quality of life in the City of Andover; 81% who had an opinion were satisfied with the overall condition of housing in their neighborhood, and 80% who had an opinion were satisfied with the overall quality of City services.

Community Development

The categories of community development that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: accessibility of public amenities from the neighborhood (81%), signage and wayfinding throughout the City (68%), walkability of the City (60%), subdivision and site plan design (58%), and placemaking characteristics in the City (54%).

Based on the sum of their top four choices, the community development items that residents thought should receive the most emphasis over the next two years were: 1) diversity of dining options, 2) diversity of shopping and retail options, 3) how well the City is planning new commercial development, and 4) how well the City is redeveloping already developed areas.

Transportation

The categories of transportation that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: street network connectivity and configuration (75%), flow of traffic and congestion management (70%), and access between the City and neighboring communities (69%).

Based on the sum of their top three choices, the transportation items that residents thought should receive the most emphasis over the next two years were: 1) ability to safely cross US 54/400 on foot or by bicycle, 2) alternative transportation infrastructure, and 3) safety of walking or biking in the City.

City Maintenance

The categories of City maintenance that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: cleanliness of City streets and other public areas (86%), maintenance of City buildings, such as City Hall (84%), maintenance of traffic signals/signs (84%), maintenance of major City streets (83%), and mowing and trimming along streets, parks, and other public areas (76%).

Activate Andover Comprehensive Plan Survey - Executive Summary



Based on the sum of their top four choices, the City maintenance items that residents thought should receive the most emphasis over the next two years were: 1) maintenance of neighborhood streets, 2) maintenance of major City streets, 3) maintenance of curbs and sidewalks, and 4) snow removal on City streets.

Code Enforcement

The categories of code enforcement that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: enforcing mowing and trimming of commercial property (60%), enforcing the maintenance of commercial property (58%), enforcing the cleanup of litter and debris (57%), and enforcing the maintenance of residential property (56%).

Communication

The categories of communication that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: content included in the monthly sewer bill newsletter (71%), the City's efforts to keep residents informed about local issues (59%), and the availability of information about City programs and services (56%).

When residents were asked about their primary sources of information about City issues, services, and events, the top responses were: monthly sewer bill insert (62%), word of mouth/neighbors/friends (50%), and City social media pages (38%). Residents were also asked about the types of information they seek through the City communication tools. The top responses were: calendar - dates and event information (71%), updates about trending City issues (46%), and information about city departments, programs, and services (42%).

Public Safety

The categories of public safety that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: quality of local fire protection/fire prevention (92%), overall feeling of safety in neighborhoods (92%), quality of local police protection/crime prevention (87%), and how quickly public safety personnel respond to emergencies (87%).

Activate Andover Comprehensive Plan Survey - Executive Summary



How Andover Compares to Other Communities in the Plains Region

Satisfaction ratings for the City of Andover **rated significantly higher than the Plains regional average (difference of 5% or more) in 29 of the 30 areas** that were assessed. The Plains Region includes the states of North and South Dakota, Minnesota, Iowa, Nebraska, Wisconsin, Illinois, Kansas, Missouri and Oklahoma. The table below shows the comparisons between Andover and the Plains regional average.

Service	Plains			Category
	Andover	Region	Difference	
Maintenance of major City streets	83.0%	41.7%	41.3%	City Maintenance
Quality of local police protection/crime prevention	91.4%	57.6%	33.8%	Public Safety
Cleanliness of City streets & other public areas	86.0%	53.1%	32.9%	City Maintenance
Maintenance of City buildings, such as City Hall	84.4%	51.8%	32.6%	City Maintenance
Overall image of the City	78.8%	50.7%	28.1%	Perceptions of the City
Overall quality of City services	80.0%	52.6%	27.4%	Perceptions of the City
Quality of animal control	70.2%	44.5%	25.7%	Public Safety
Maintenance of traffic signals/signs	.84.7%	59.0%	25.2%	City Maintenance
Overall value for City tax dollars and fees	57.7%	32.5%	25.2%	Perceptions of the City
Maintenance of curbs and sidewalks	64.8%	40.3%	24.5%	City Maintenance
Visibility of police in neighborhoods	83.8%	61.0%	22.8%	Public Safety
Visibility of police in retail areas	71.0%	49.7%	21.3%	Public Safety
Enforcement of local traffic laws	77.4%	56.9%	20.5%	Public Safety
Mowing/trimming along streets/parks/public areas	76.3%	55.8%	20.5%	City Maintenance
How open City is to public involvement/input from residents	54.2%	34.0%	20.2%	Communication
Flow of traffic & congestion management	70.2%	50.6%	19.6%	Transportation
Quality of the City's website	51.7%	34.0%	17.7%	Communication
Maintenance of storm water drainage system	65.0%	47.5%	17.5%	City Maintenance
Availability of info about City programs/services	56.2%	39.6%	16.6%	Communication
City's efforts to inform about local issues	58.6%	42.6%	16.0%	Communication
Maintenance of neighborhood streets	61.5%	45.6%	15.9%	City Maintenance
Enforcing maintenance of residential property	56.1%	40.3%	15.8%	Code Enforcement
Quality of local fire protection/fire prevention	92.0%	76.8%	15.2%	Public Safety
Adequacy of City street lighting	71.9%	57.4%	14.5%	City Maintenance
Enforcing maintenance of commercial property	58.0%	43.9%	14.1%	Code Enforcement
Enforcing sign regulations	55.5%	42.4%	13.1%	Code Enforcement
Enforcing cleanup of litter and debris	57.4%	44.3%	13.1%	Code Enforcement
Enforcing mowing/trimming of residential property	52.3%	44.4%	7.9%	Code Enforcement
Snow removal on City streets	68.7%	62.8%	5.9%	City Maintenance
Public transportation options	13.6%	38.2%	-24.6%	Transportation

Activate Andover Comprehensive Plan

Survey - Executive Summary



How Andover Compares to Other Communities Nationally

Satisfaction ratings for the City of Andover **rated significantly higher than the national average (difference of 5% or more) in 29 of the 30 areas** that were assessed. The table below shows the comparisons between Andover and the national average.

Service	Andover	U.S.	Difference	Category
Quality of local police protection/crime prevention	91.4%	54.6%	36.8%	Public Safety
Maintenance of major City streets	83.0%	50.9%	32.1%	City Maintenance
Cleanliness of City streets & other public areas	86.0%	54.7%	31.3%	City Maintenance
Overall quality of City's services	80.0%	50.5%	29.5%	Perceptions of the City
Visibility of police in neighborhoods	83.8%	55.4%	28.4%	Public Safety
Maintenance of City buildings, such as City Hall	84.4%	56.7%	27.7%	City Maintenance
Enforcement of local traffic laws	77.4%	50.6%	26.8%	Public Safety
Overall value for City tax dollars and fees	57.7%	33.8%	23.9%	Perceptions of the City
Overall image of the City	78.8%	55.0%	23.8%	Perceptions of the City
Flow of traffic & congestion management	70.2%	46.5%	23.7%	Transportation
How open City is to public involvement/input from residents	54.2%	34.2%	20.0%	Communication
Mowing/trimming along streets/parks/public areas	76.3%	56.5%	19.8%	City Maintenance
Quality of animal control	70.2%	50.4%	19.8%	Public Safety
Maintenance of traffic signals/signs	84.2%	64.9%	19.3%	City Maintenance
Visibility of police in retail areas	71.0%	52.2%	18.8%	Public Safety
Maintenance of curbs and sidewalks	64.8%	48.0%	16.8%	City Maintenance
City's efforts to inform about local issues	58.6%	44.2%	14.4%	Communication
Quality of local fire protection/fire prevention	92.0%	77.8%	14.2%	Public Safety
Maintenance of stormwater drainage system	65.0%	51.0%	14.0%	City Maintenance
Adequacy of City street lighting	71.9%	59.5%	12.4%	City Maintenance
Enforcing cleanup of litter and debris	57.4%	46.0%	11.4%	Code Enforcement
Enforcing maintenance of residential property	56.1%	45.0%	11.1%	Code Enforcement
Maintenance of neighborhood streets	61.5%	50.6%	10.9%	City Maintenance
Enforcing maintenance of commercial property	58.0%	48.0%	10.0%	Code Enforcement
Snow removal on City streets	68.7%	59.5%	9.2%	City Maintenance
Enforcing sign regulations	55.5%	46.6%	8.9%	Code Enforcement
Availability of info about City programs/services	56.2%	47.5%	8.7%	Communication
Quality of the City's website	51.7%	43.4%	8.3%	Communication
Enforcing mowing/trimming of residential property	52.3%	47.0%	5.3%	Code Enforcement
Public transportation options	33.6%	37.8%	-24.2%	Transportation

Activate Andover Comprehensive Plan Survey - Executive Summary



Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Community Development Priorities for the City. This analysis reviewed the importance of and satisfaction with community development in Andover. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the community development items that are recommended as the top priorities in order to raise the City's overall satisfaction rating are listed below:

- Diversity of dining options (IS=0.4502)
- Diversity of shopping and retail options (IS=0.3650)
- How well the City is planning new commercial development (IS=0.2365)
- How well the City is redeveloping already developed areas (IS=0.2355)

The table on the following page shows the Importance-Satisfaction rating for all 12 community development items that were rated.

Activate Andover Comprehensive Plan

Survey - Executive Summary



Importance-Satisfaction Rating

City of Andover, KS

Community Development

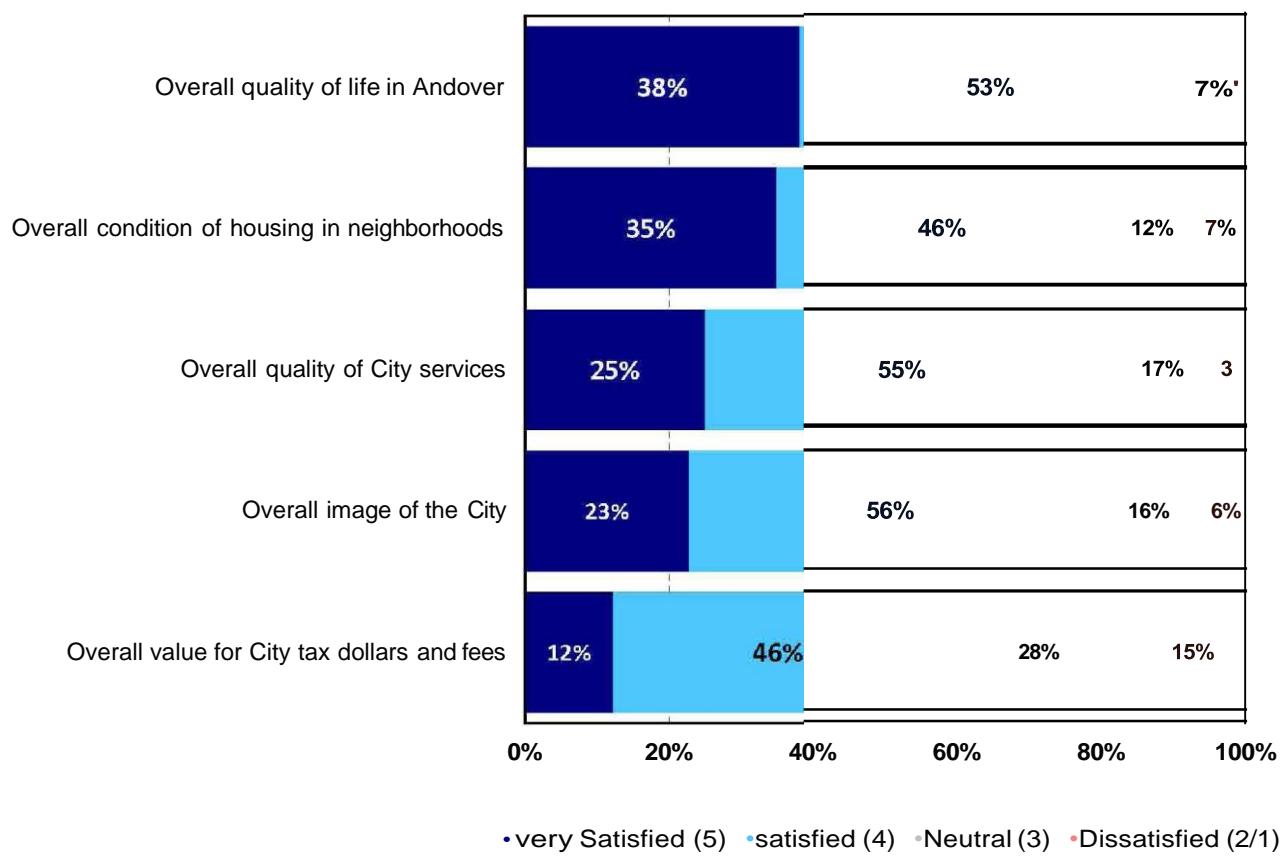
Category of Service	Most Important%	Most Important Rank	Satisfaction%	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS > 20)</u>						
Diversity of dining options	58%	1	22%	12	0.4502	1
Diversity of shopping and retail options	51%	2	28%	11	0.3650	2
How well City is <u>planning</u> new commercial development	38%	3	38%	9	0.2365	3
How well City is redeveloping already developed areas	35%	4	33%	10	0.2355	4
<u>High Priority (IS 0.10 - 0.20)</u>						
How well City is planning new residential development	25%	7	47%	7	0.1323	5
Walkability in the City	33%	5	60%	3	0.1317	6
Placemaking characteristics in the City	28%	6	54%	5	0.1262	7
Accessibility of shopping, dining options from neighborhood	22%	8	43%	8	0.1227	8
Diversity of housing options available	21%	9	47%	6	0.1099	9
<u>Medium Priority (IS < 10)</u>						
Subdivision and site plan design	6%	11	58%	4	0.0272	10
Accessibility of public amenities from neighborhood	13%	10	81%	1	0.0253	11
Signage and wayfinding throughout the City	6%	12	68%	2	0.0200	12

1

Charts and Graphs

Q1. Satisfaction with Items That Influence Perceptions of the City

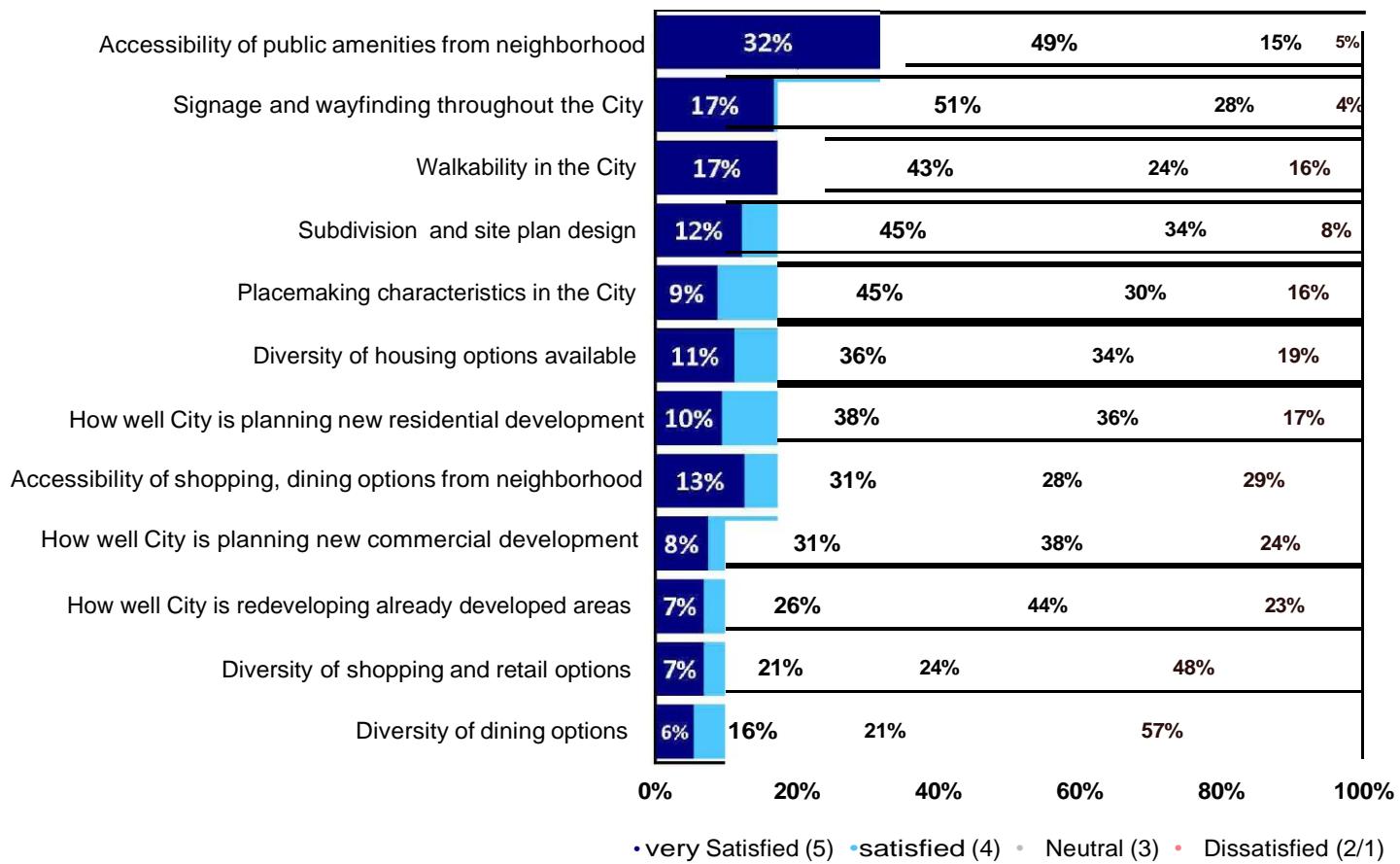
by percentage of respondents (excluding "don't know")



• very Satisfied (5) • satisfied (4) • Neutral (3) • Dissatisfied (2/1)

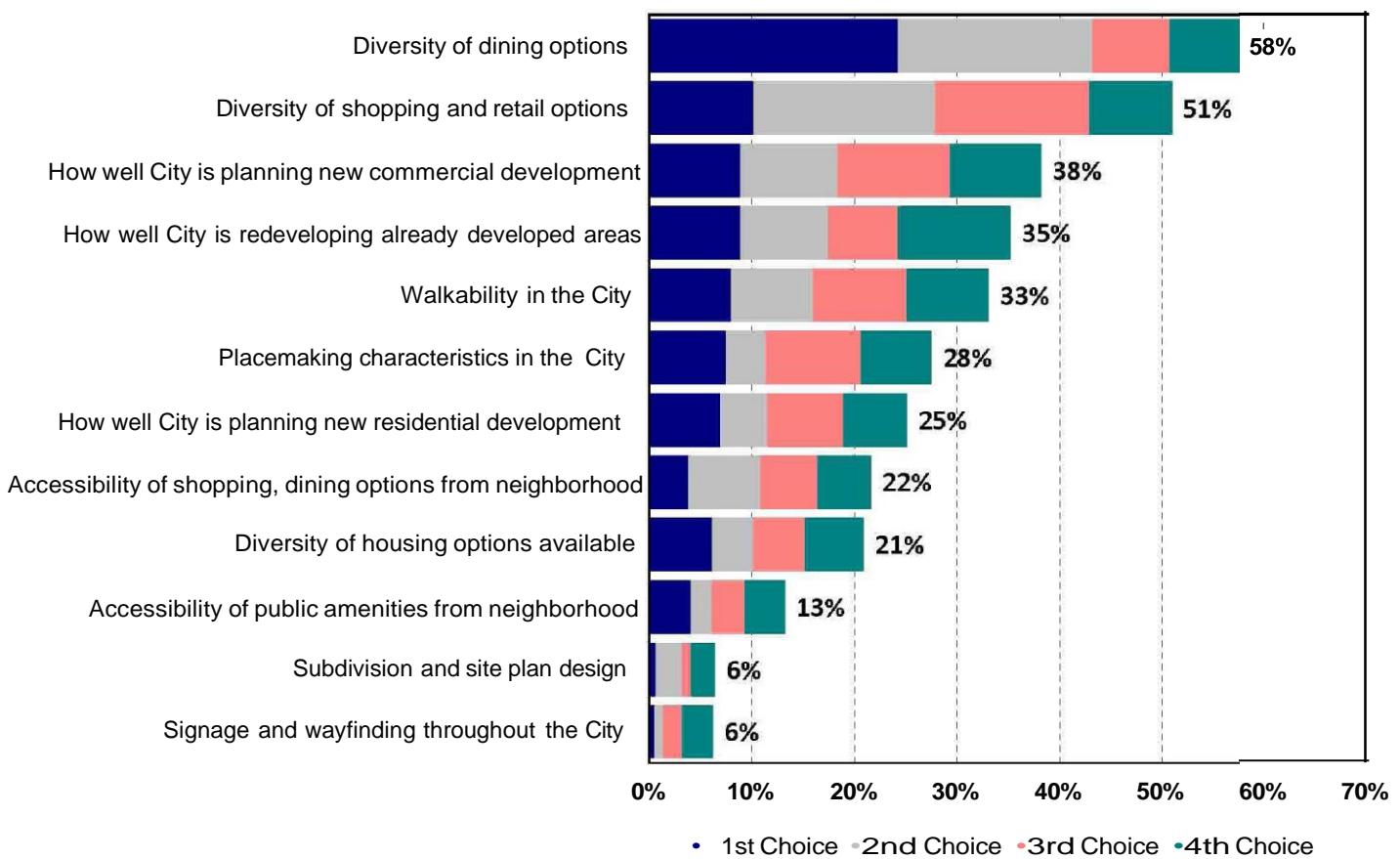
Q2. Satisfaction with Community Development

by percentage of respondents (excluding "don't know")



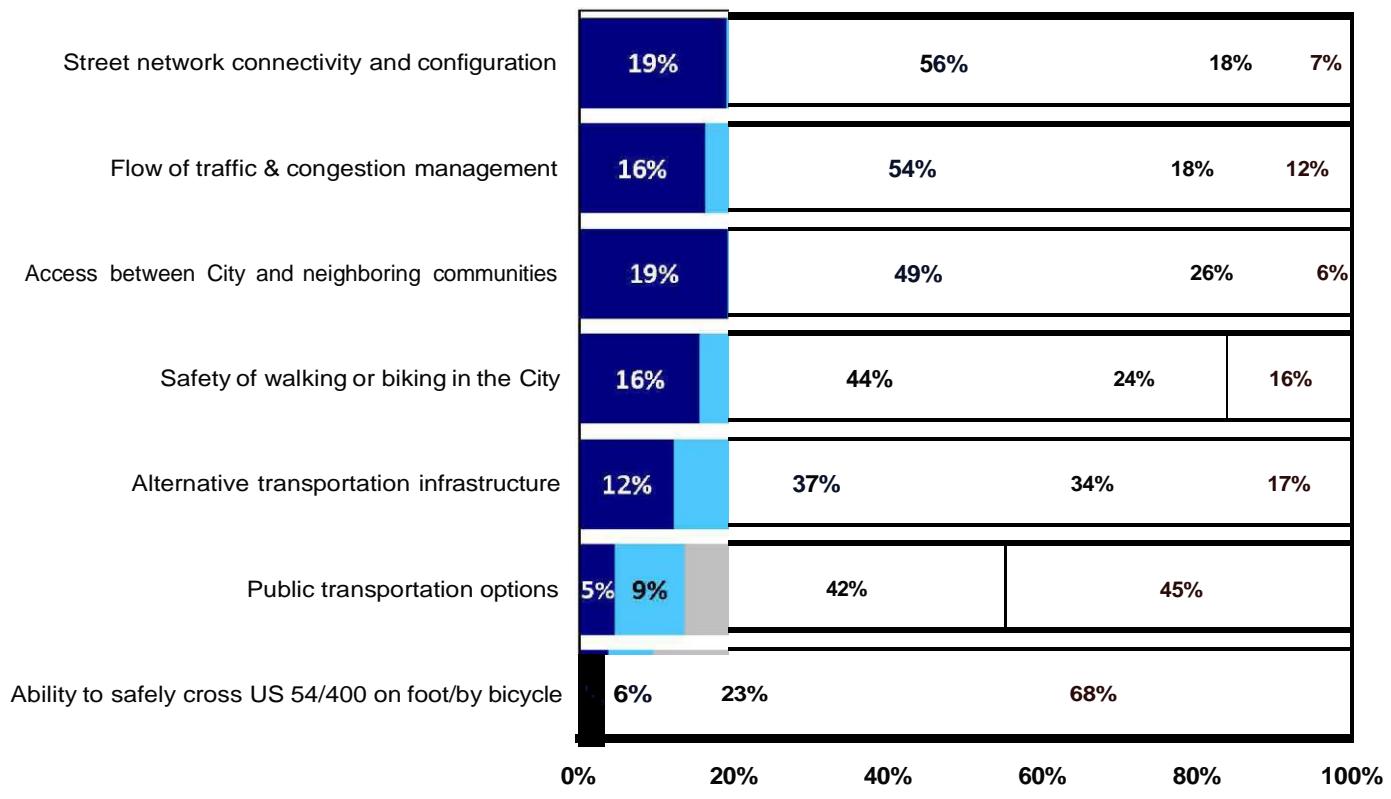
Q3. Community Development Items That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top four choices



Q4. Satisfaction with Transportation

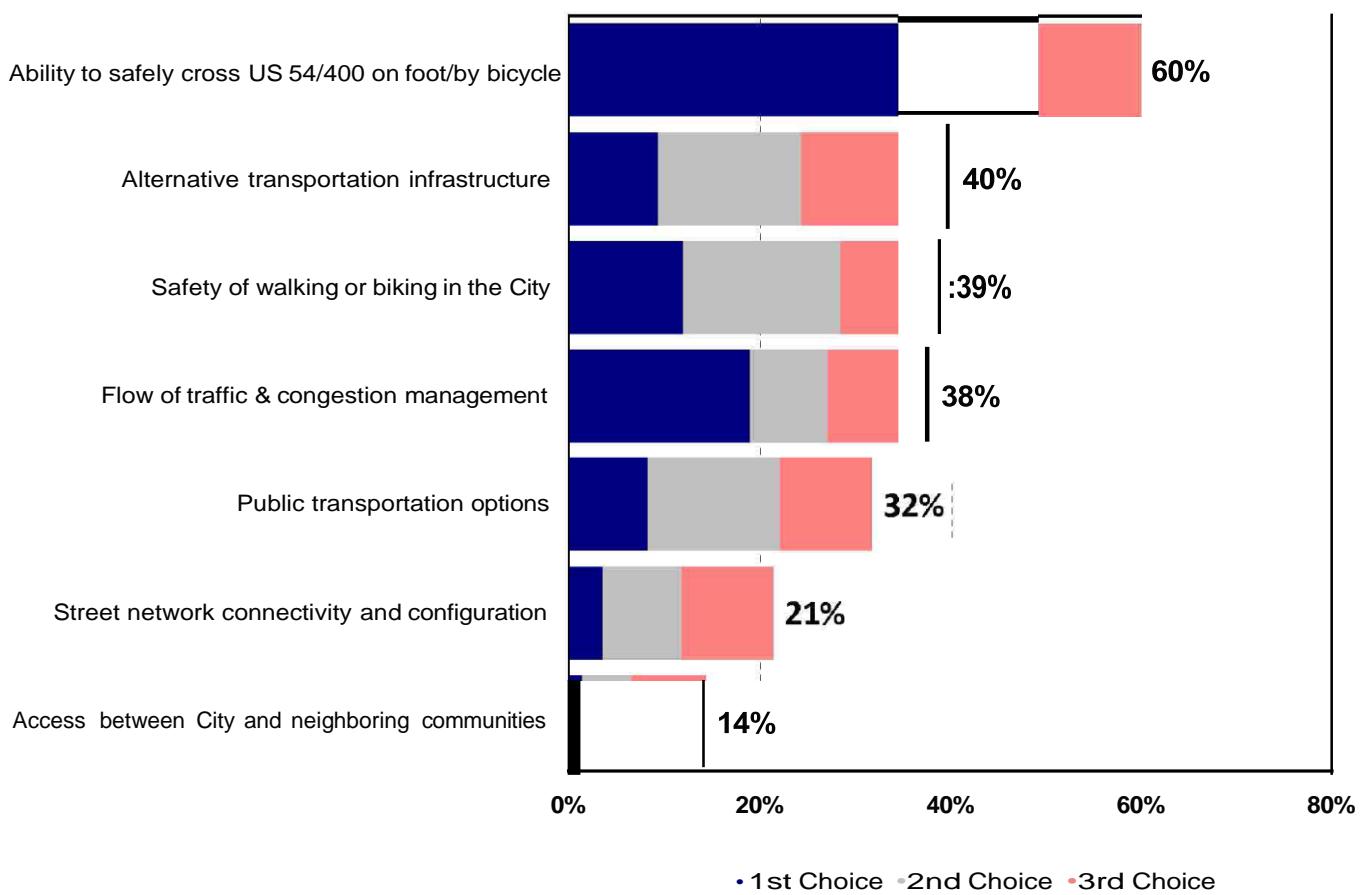
by percentage of respondents (excluding "don't know")



• very Satisfied (5) • satisfied (4) • Neutral (3) • Dissatisfied (2/1)

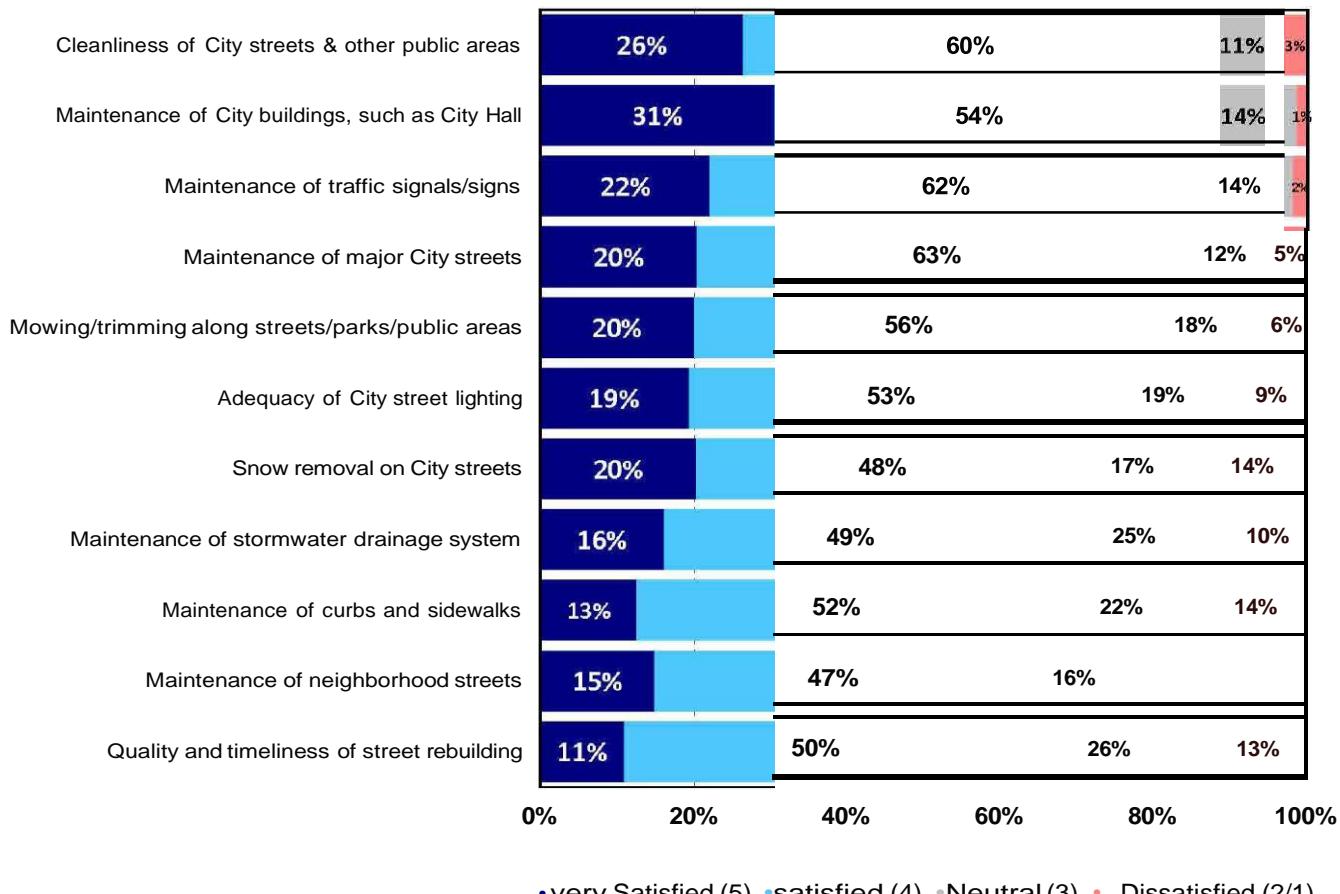
QS. Transportation Items That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



Q6. Satisfaction with City Maintenance

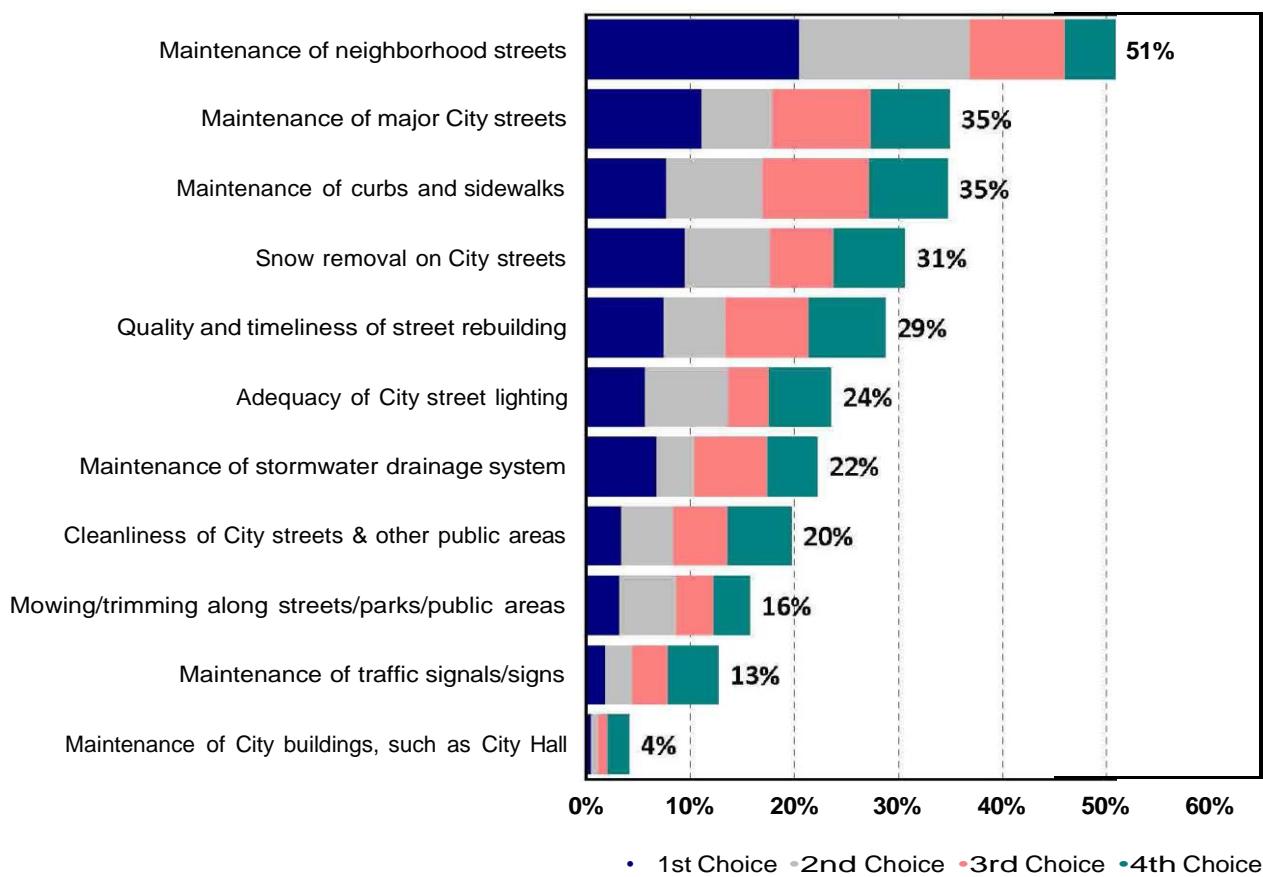
by percentage of respondents (excluding "don't know")



• very Satisfied (5) • satisfied (4) • Neutral (3) • Dissatisfied (2/1)

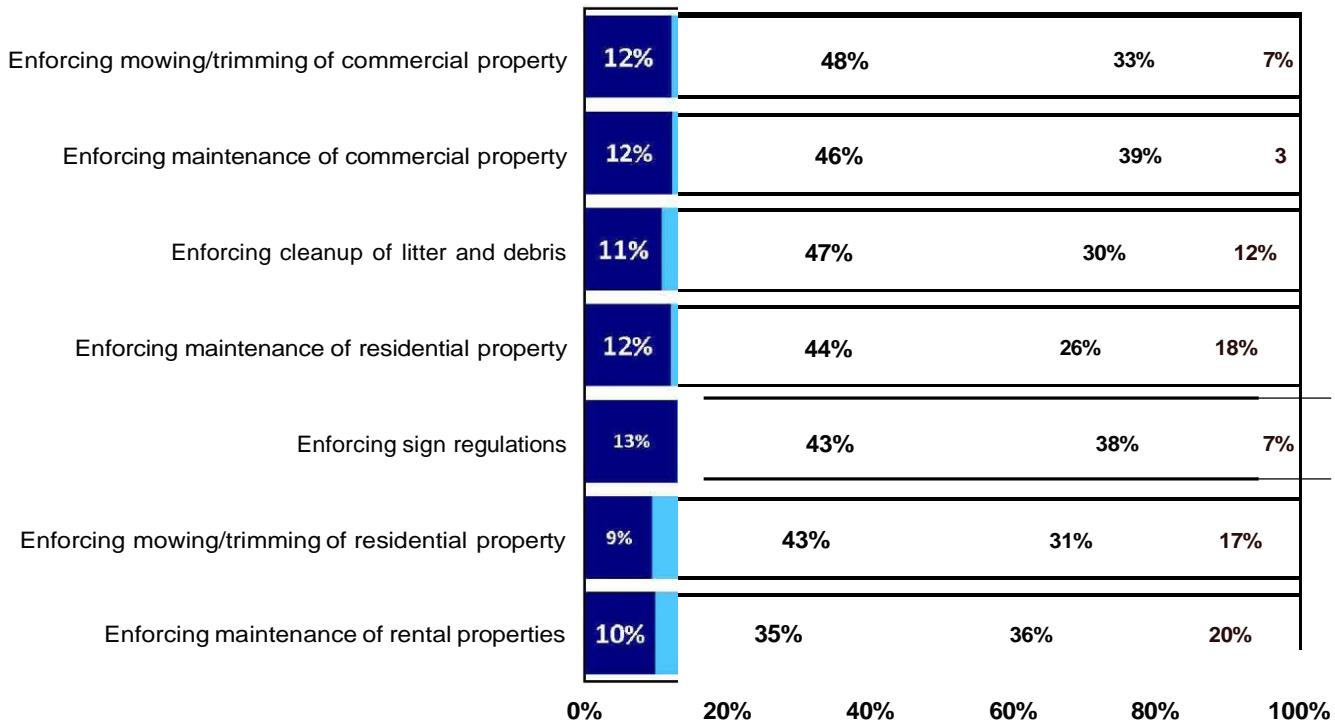
Q7. City Maintenance Items That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top four choices



QB. Satisfaction with Code Enforcement

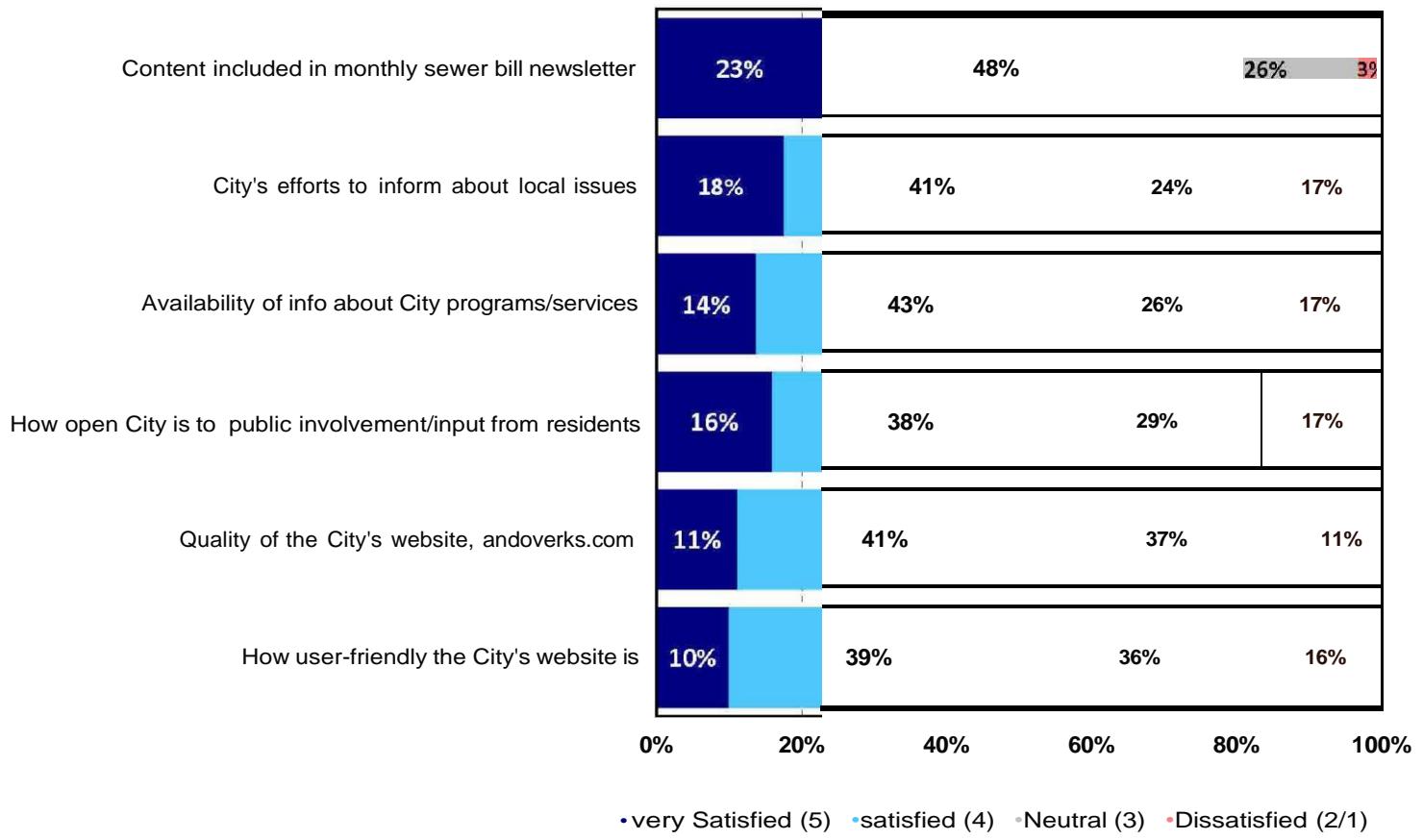
by percentage of respondents (excluding "don't know")



• very Satisfied (5) • satisfied (4) • Neutral (3) • Dissatisfied (2/1)

Q9. Satisfaction with Communication

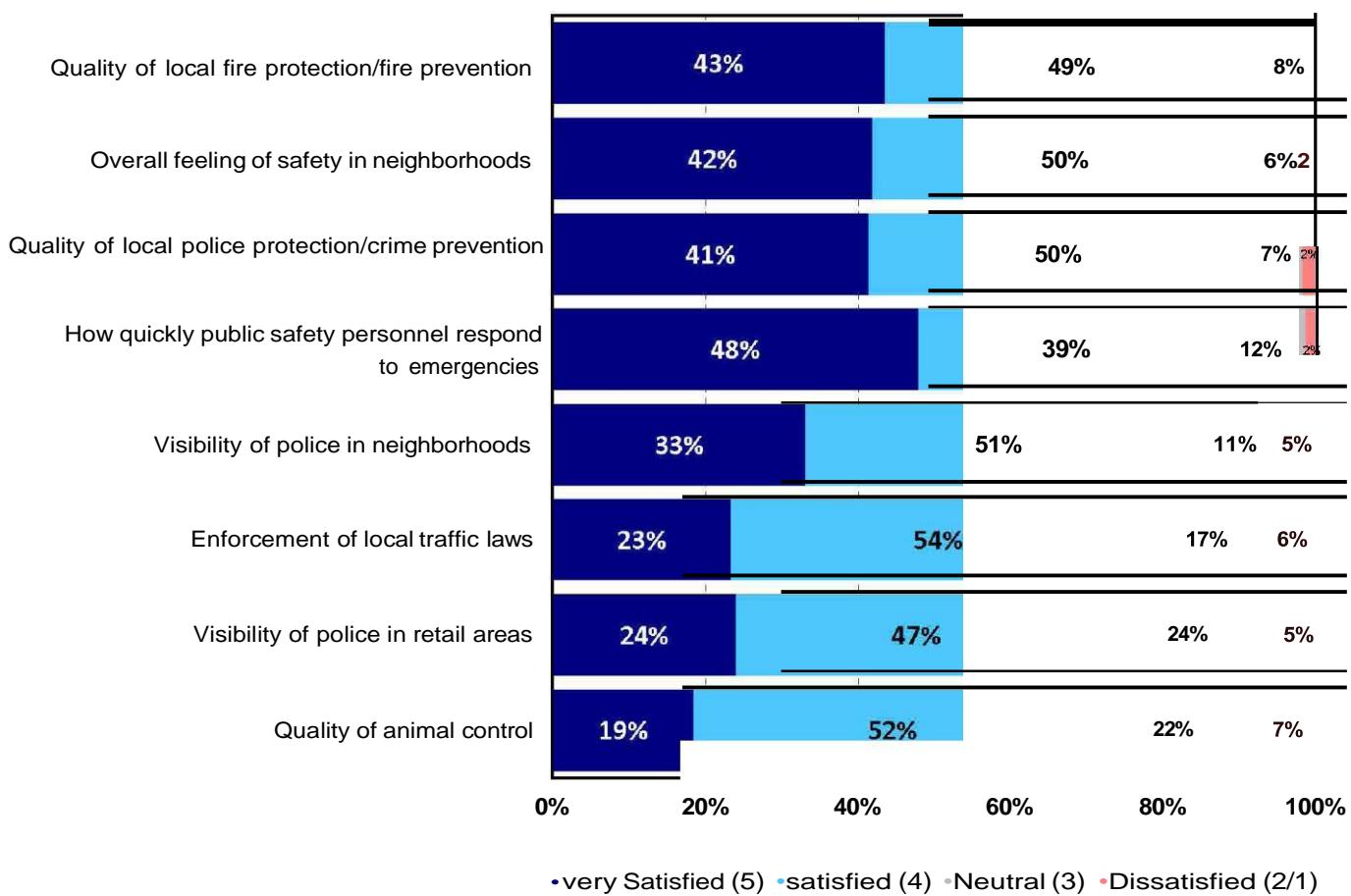
by percentage of respondents (excluding "don't know")



• very Satisfied (5) • satisfied (4) • Neutral (3) • Dissatisfied (2/1)

Q10. Satisfaction with Public Safety

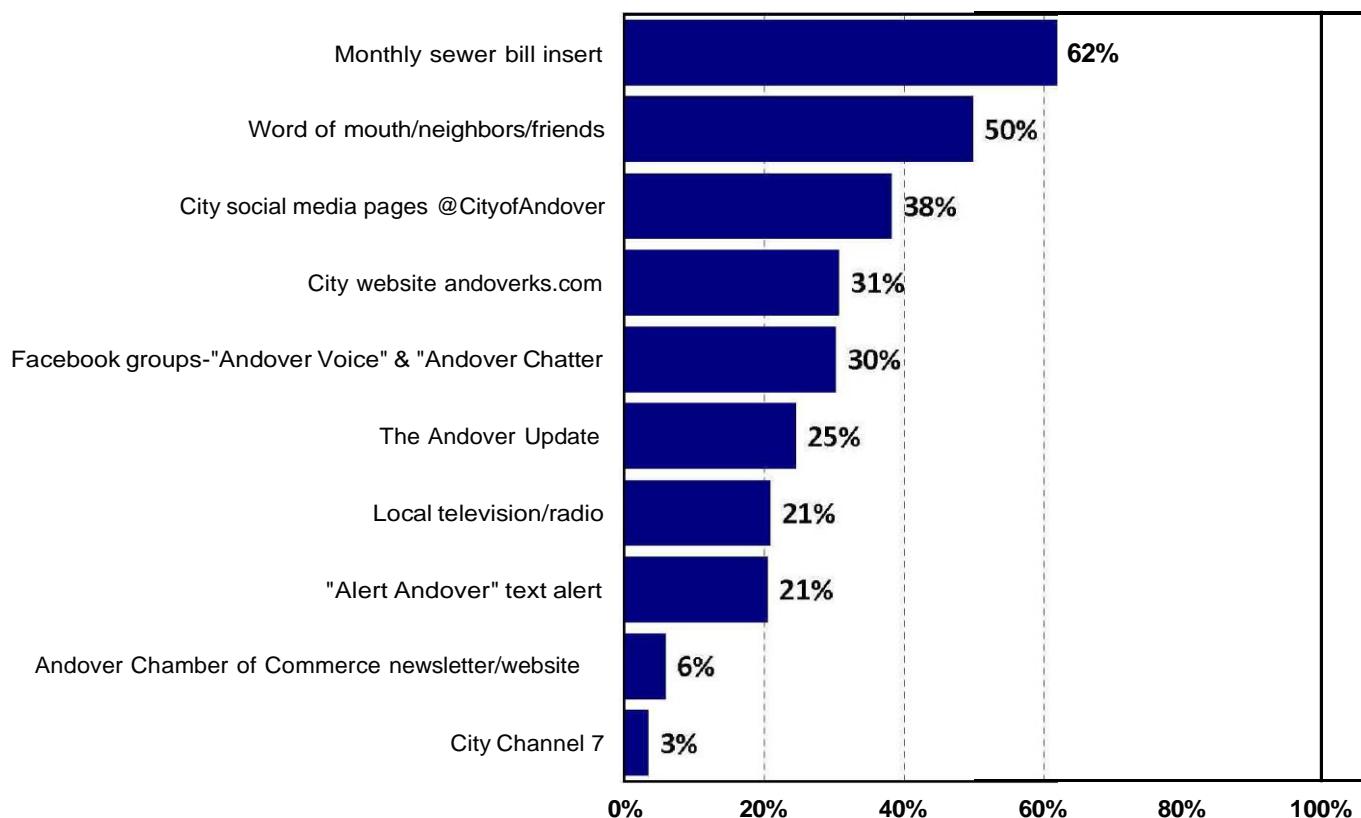
by percentage of respondents (excluding "don't know")



•very Satisfied (5) •satisfied (4) •Neutral (3) •Dissatisfied (2/1)

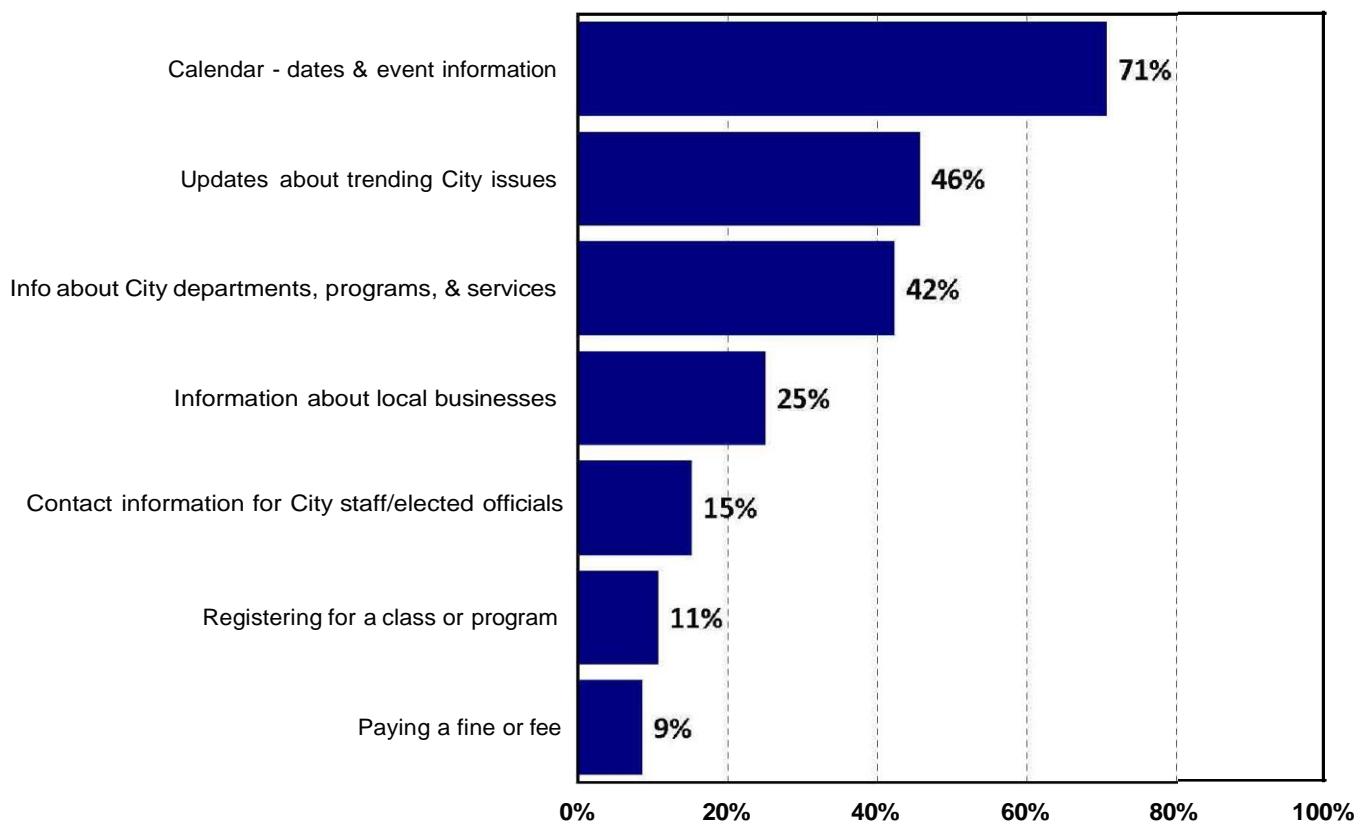
QII. Primary Sources of Information About City Issues, Services, and Events

by percentage of respondents (multiple selections could be made)



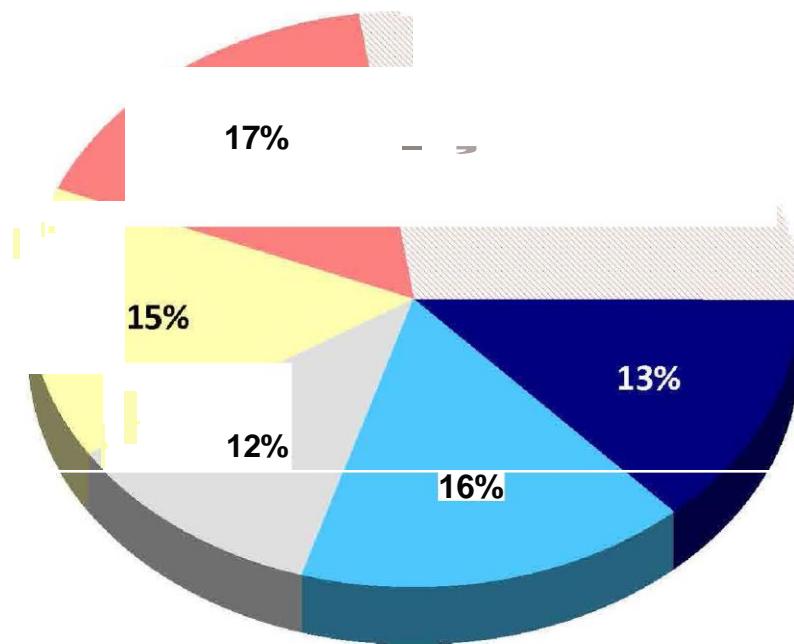
Q12. Types of Information That Residents Seek Through the City's Communications Tools

by percentage of respondents (multiple selections could be made)



Q13. Demographics: Number of Years Lived in Andover

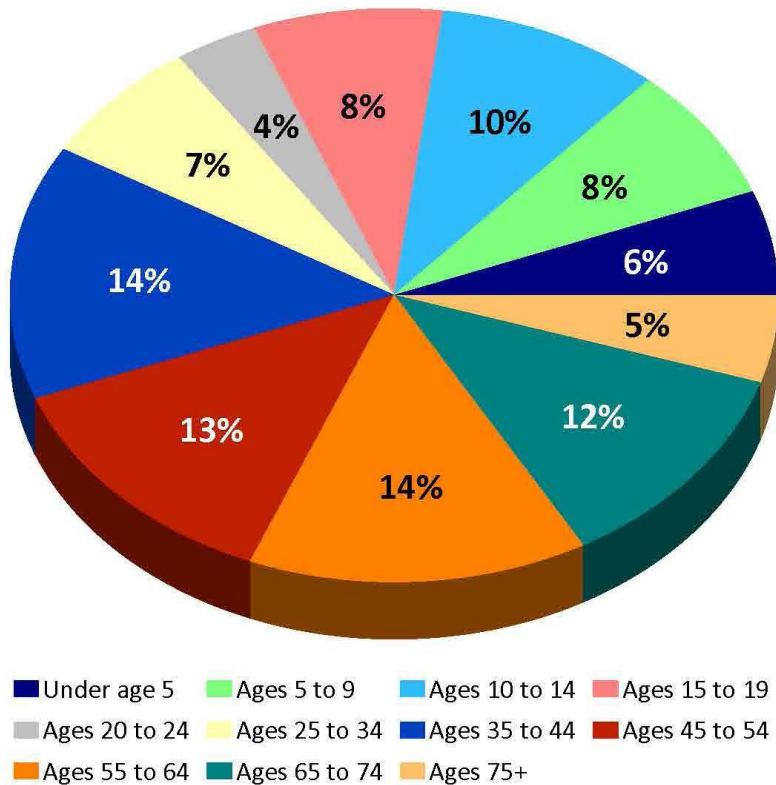
by percentage of respondents



5 years or less • 6 to 10 years • 11 to 15 years
16 to 20 years • 21 to 30 years • 31+ years

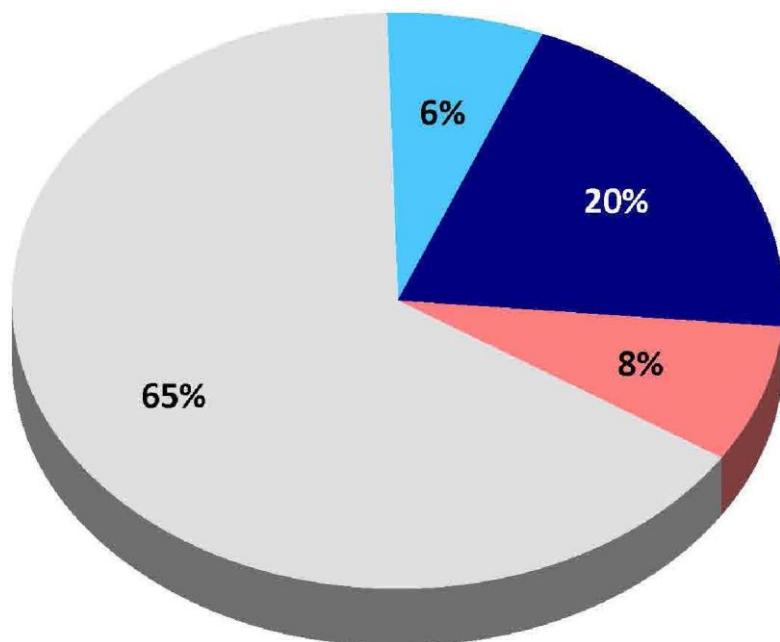
Q14. Demographics: Ages of Household Members

by percentage of persons in the household



QIS. Demographics: Employment of Household Members in the Following Areas

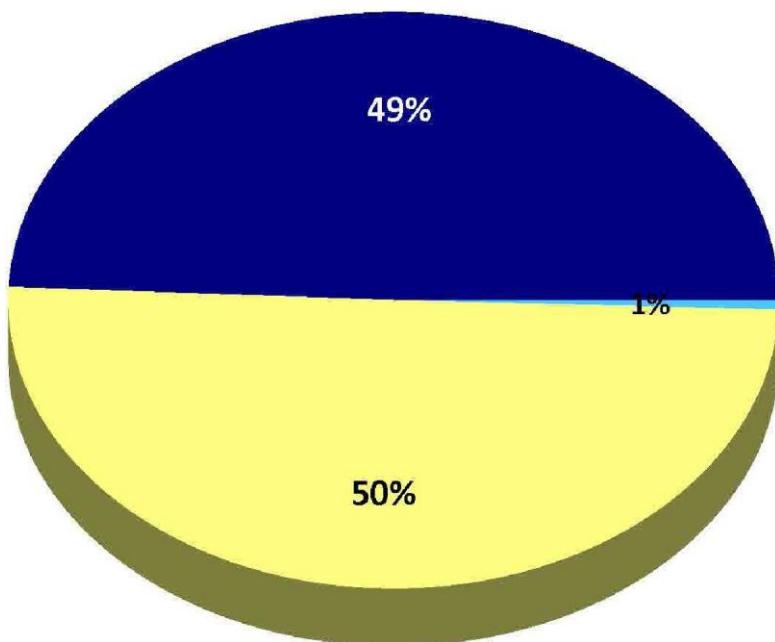
by percentage of persons in the household



- Within City limits of Andover
- outside Andover, but within Butler County
- Outside Butler County, but within Wichita metro area
- outside Wichita metro area

Q16. Demographics: Gender

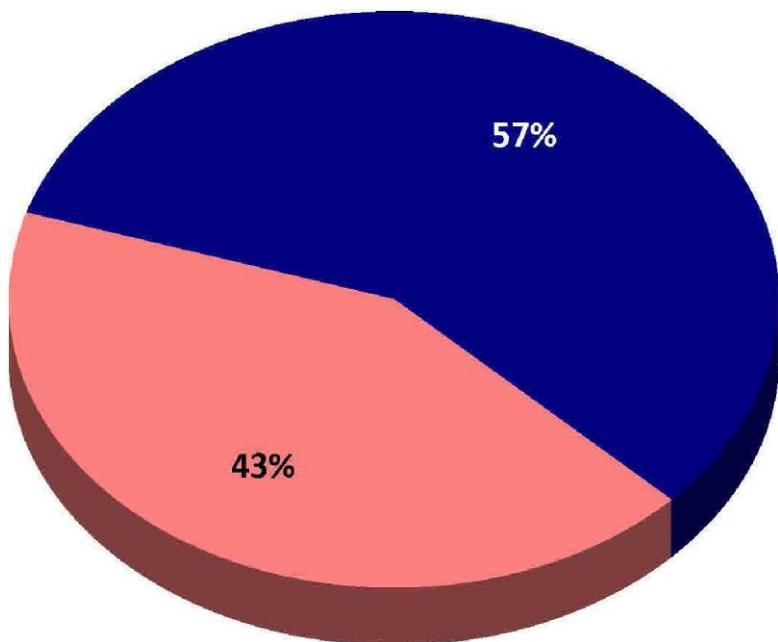
by percentage of respondents



• Male Female • Non-binary

Q17. Demographics: Do you generally stay in or leave Andover on a typical weekday?

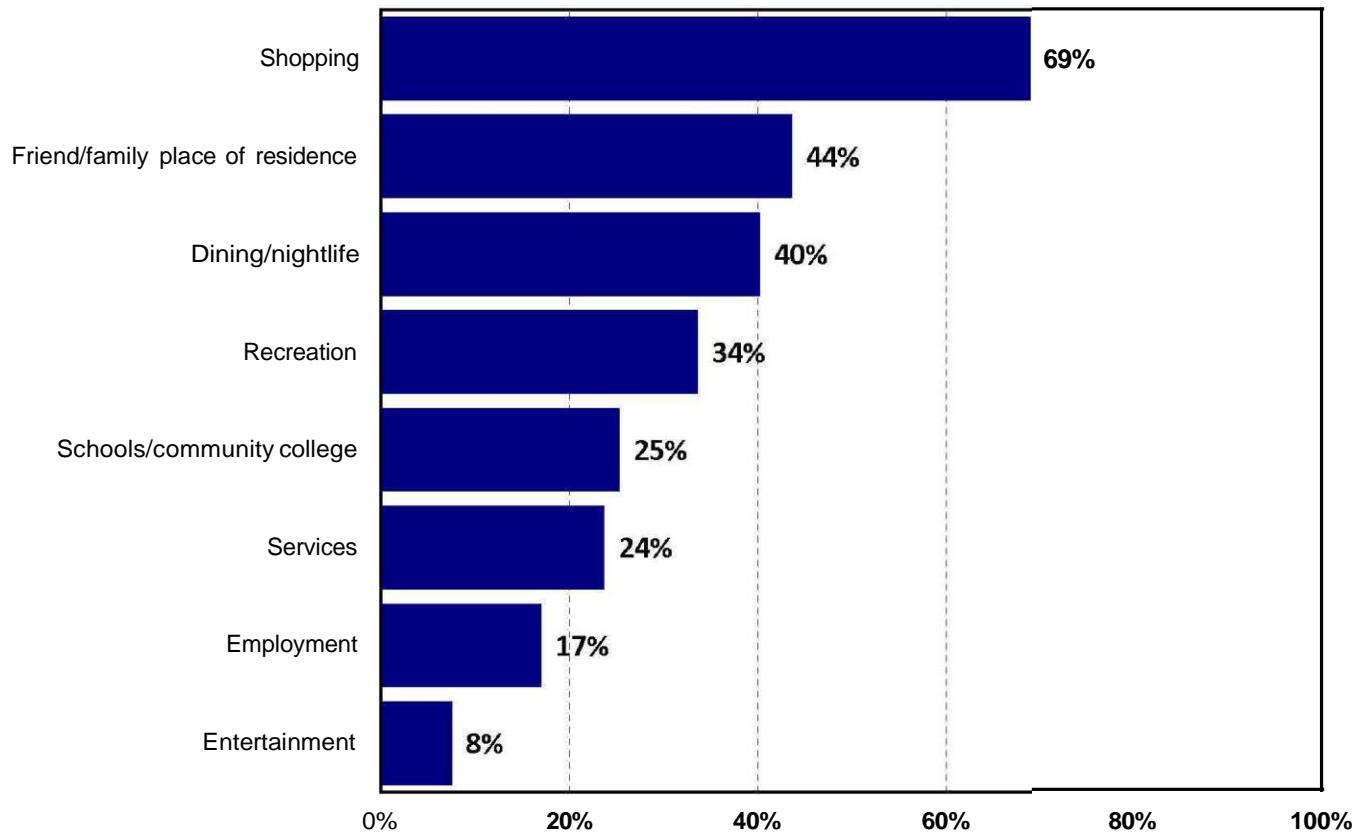
by percentage of respondents



• stay in Andover • Leave Andover

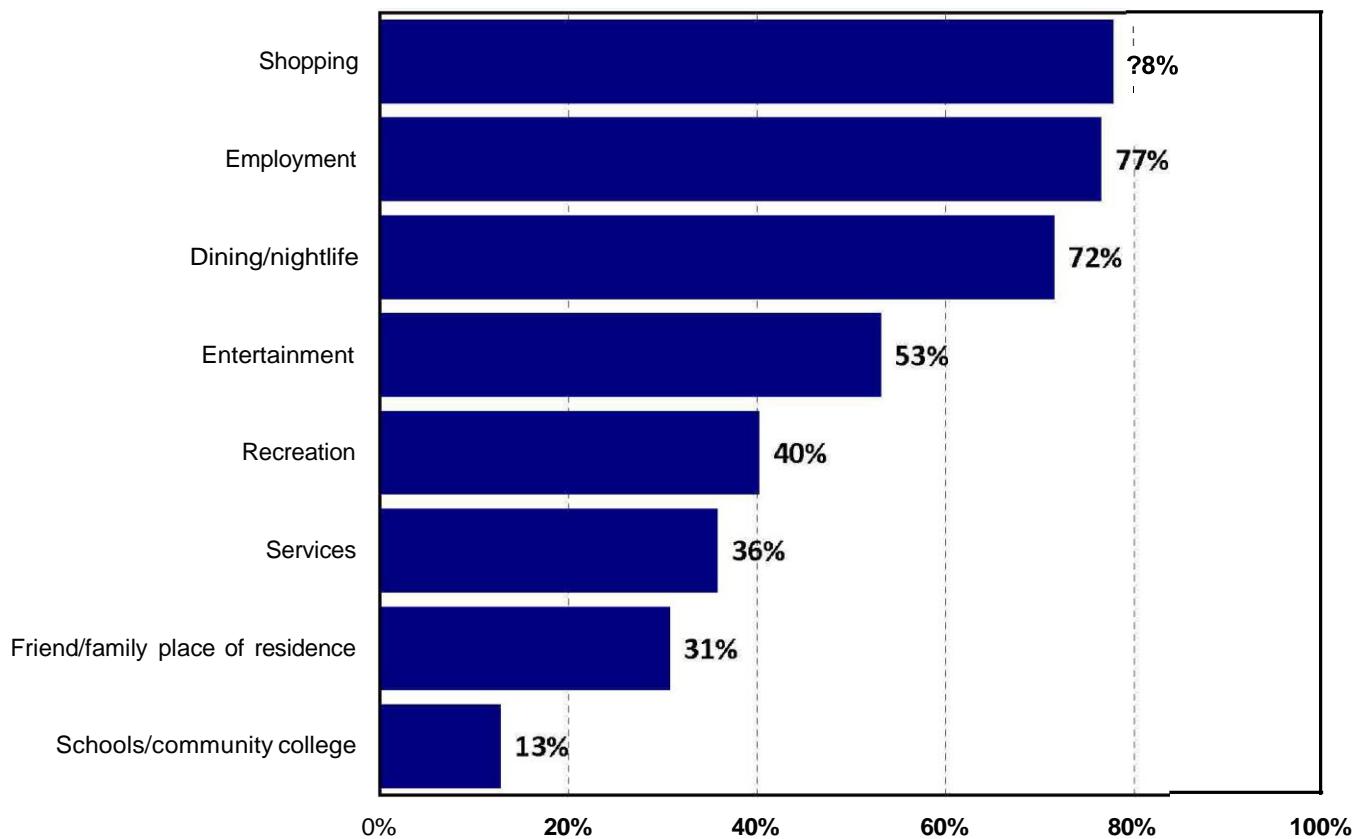
Q18. Demographics: Which types of destinations are you most likely to visit within Andover?

by percentage of respondents who stay in or come to Andover on weekdays (multiple choices could be made)



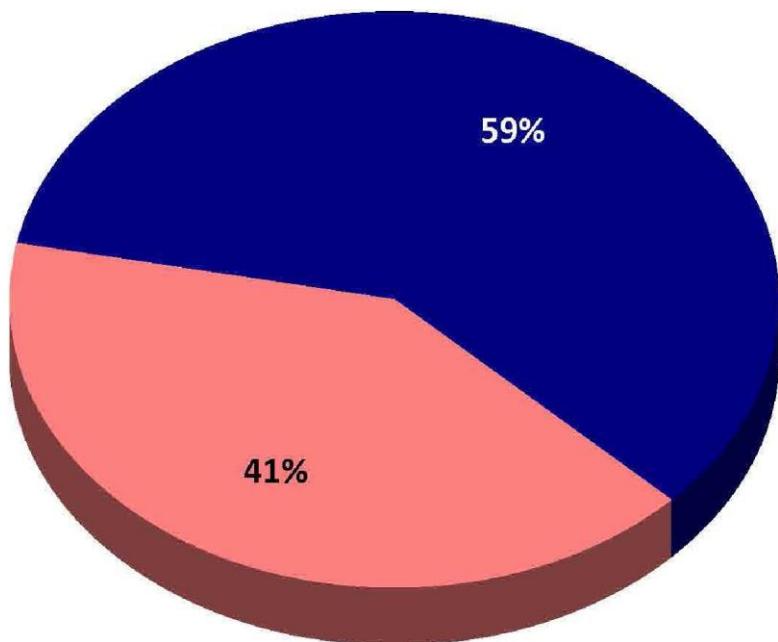
Q19. Demographics: Which types of destinations are you most likely to visit in other communities?

by percentage of respondents who leave Andover on weekdays (multiple choices could be made)



Q20. Demographics: Do you generally stay in or leave Andover on a typical weekend?

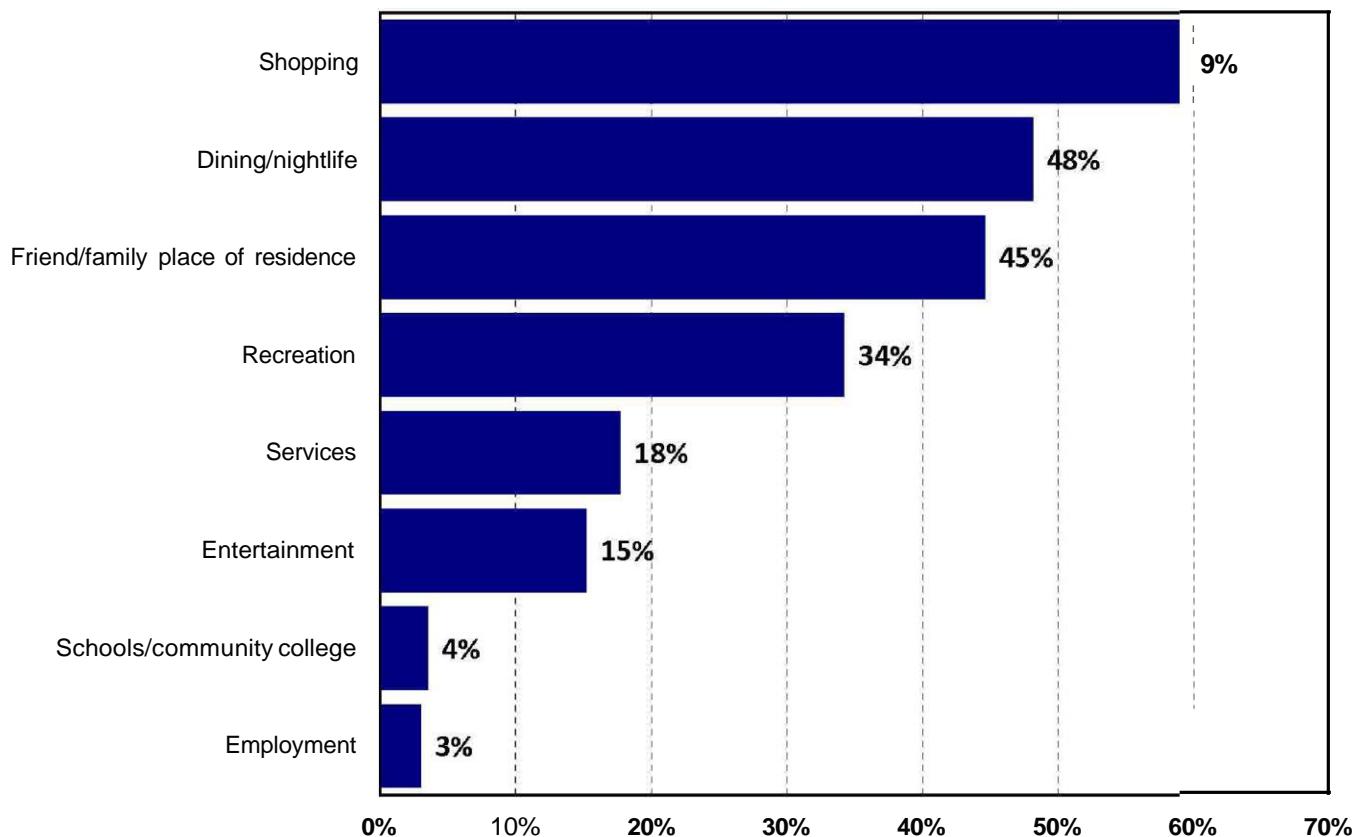
by percentage of respondents



• stay in Andover • Leave Andover

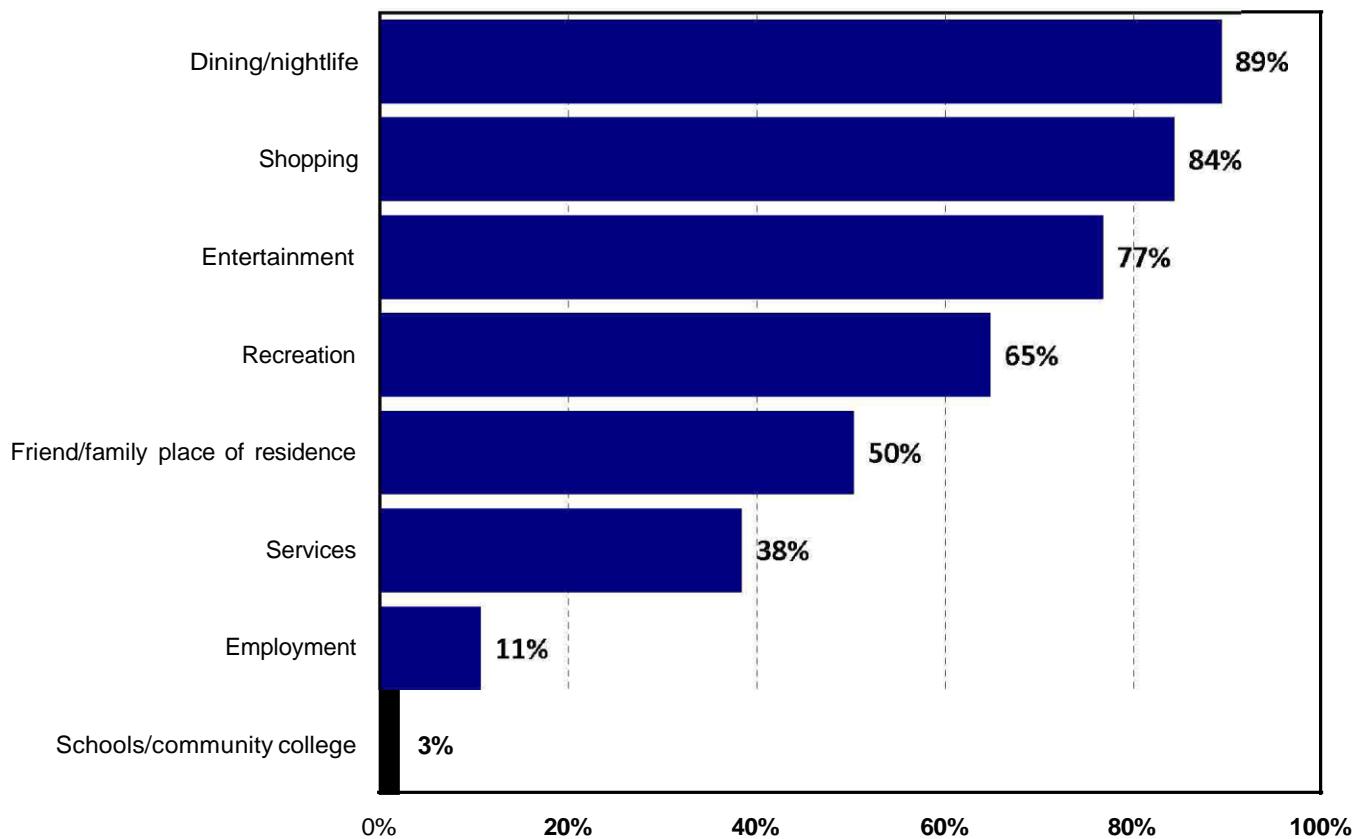
Q21. Demographics: Which types of destinations are you most likely to visit within Andover?

by percentage of respondents who stay in Andover on weekends (multiple choices could be made)



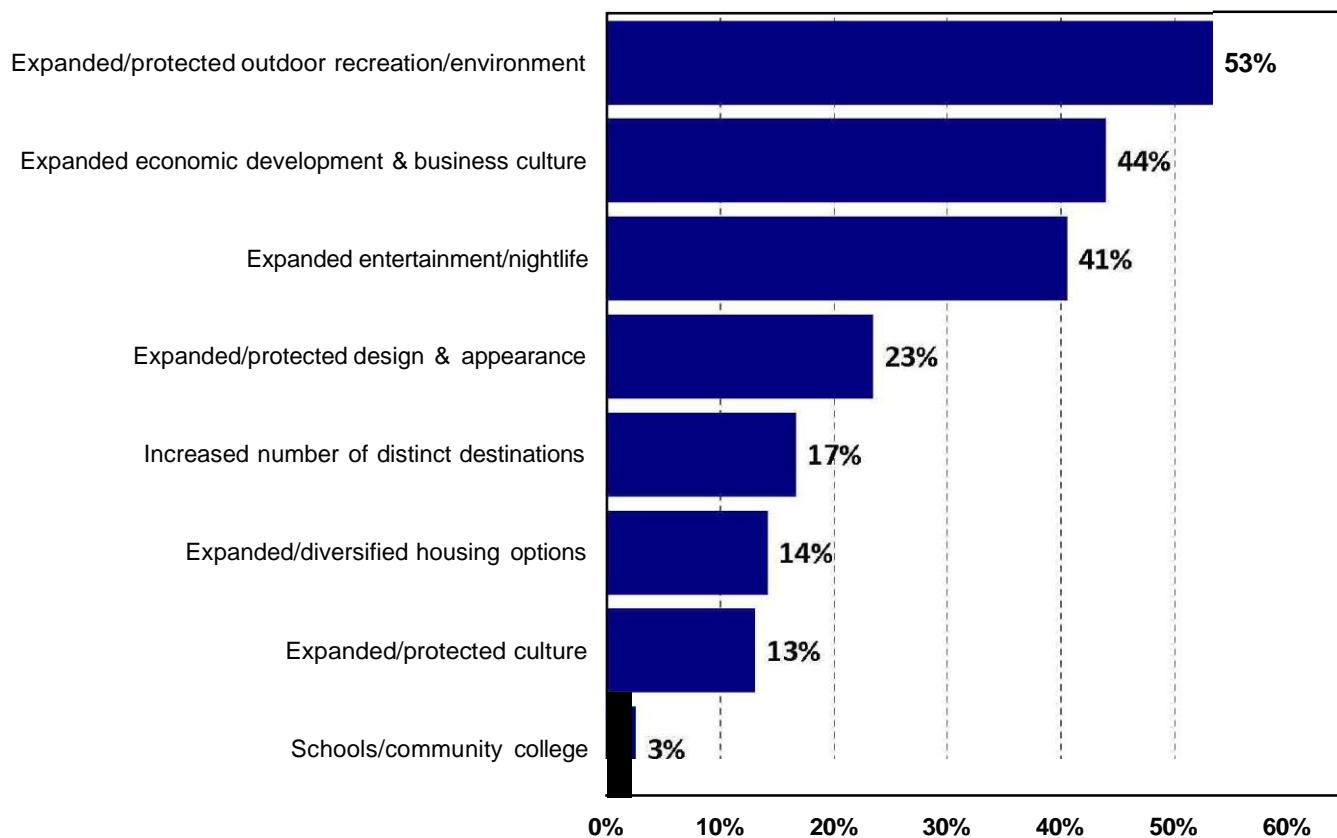
Q22. Demographics: Which types of destinations are you most likely to visit in other communities?

by percentage of respondents who leave Andover on weekends (multiple choices could be made)



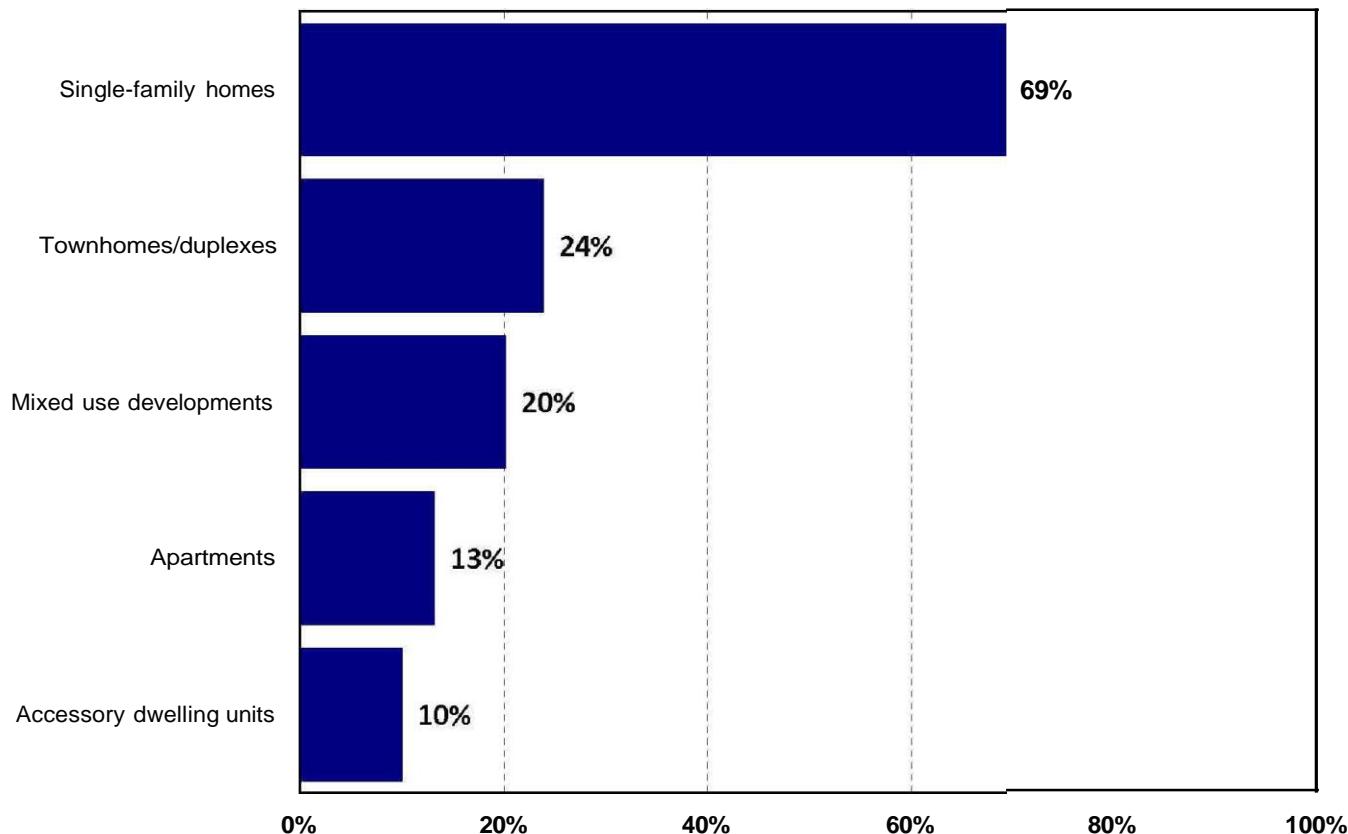
Q25. Demographics: What would you most like to see for the future of Andover?

by percentage of respondents (up to three choices could be made)



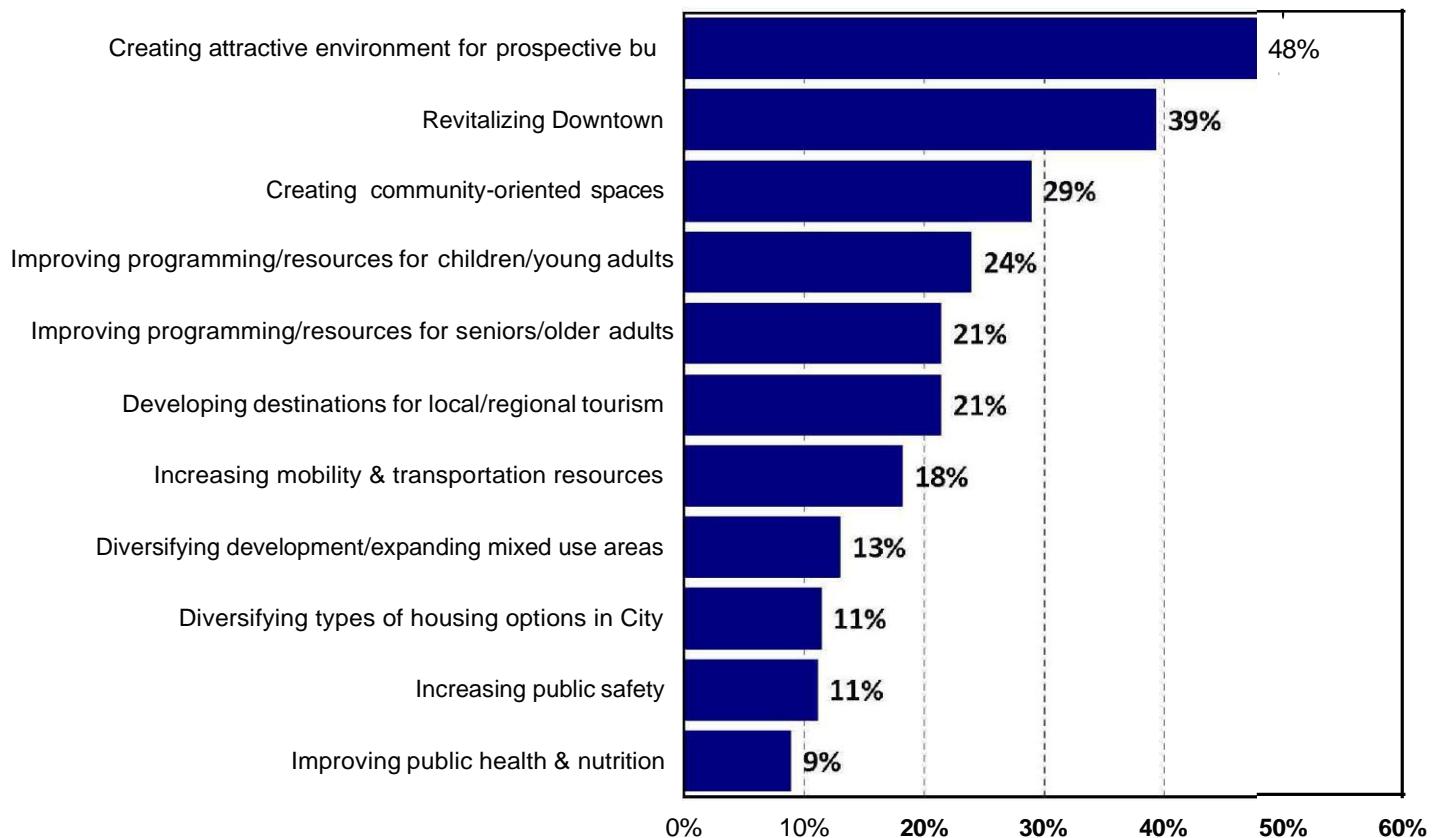
Q26. Demographics: Which housing-type developments are most needed and appropriate in Andover?

by percentage of respondents (up to three choices could be made)



Q27. Demographics: Of the following choices, what are the top three opportunities for Andover?

by percentage of respondents (up to three choices could be made)





2

Benchmarking Analysis

Benchmarking Analysis



Overview

ETC Institute's *DirectionFinder®* program was originally developed in 1999 to help community leaders use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 500 cities and counties in 49 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the fall of 2021 to a random sample of over 9,000 residents in the continental United States and (2) a regional survey that was administered by ETC Institute during the fall of 2021 to a random sample of residents living in the Plains Region of the United States. The Plains Region includes the states of North and South Dakota, Minnesota, Iowa, Nebraska, Wisconsin, Illinois, Kansas, Missouri and Oklahoma.

The charts on the following pages show how the results for the City of Andover compare to the national average and the Plains regional average. The blue bar shows the results for the City of Andover. The red bar shows the Plains regional average from communities that administered the *Direction Finder®* survey during the fall of 2021. The yellow bar shows the results of a national survey that was administered by ETC Institute to a random sample of more than 9,000 U.S. residents during the fall of 2021.

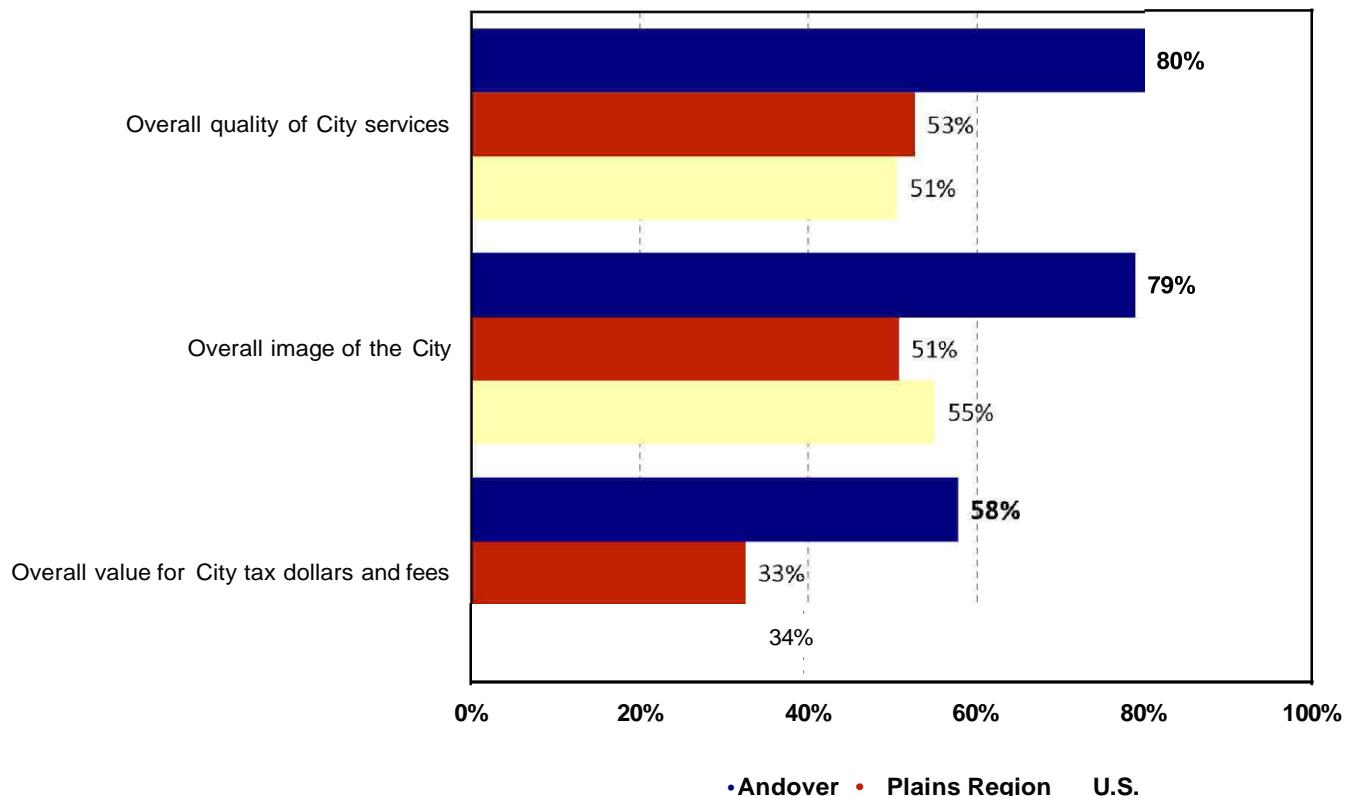
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Andover, KS is not authorized without written consent from ETC Institute.

Satisfaction with Perceptions of the City

Andover vs. Plains Region vs. the U.S.

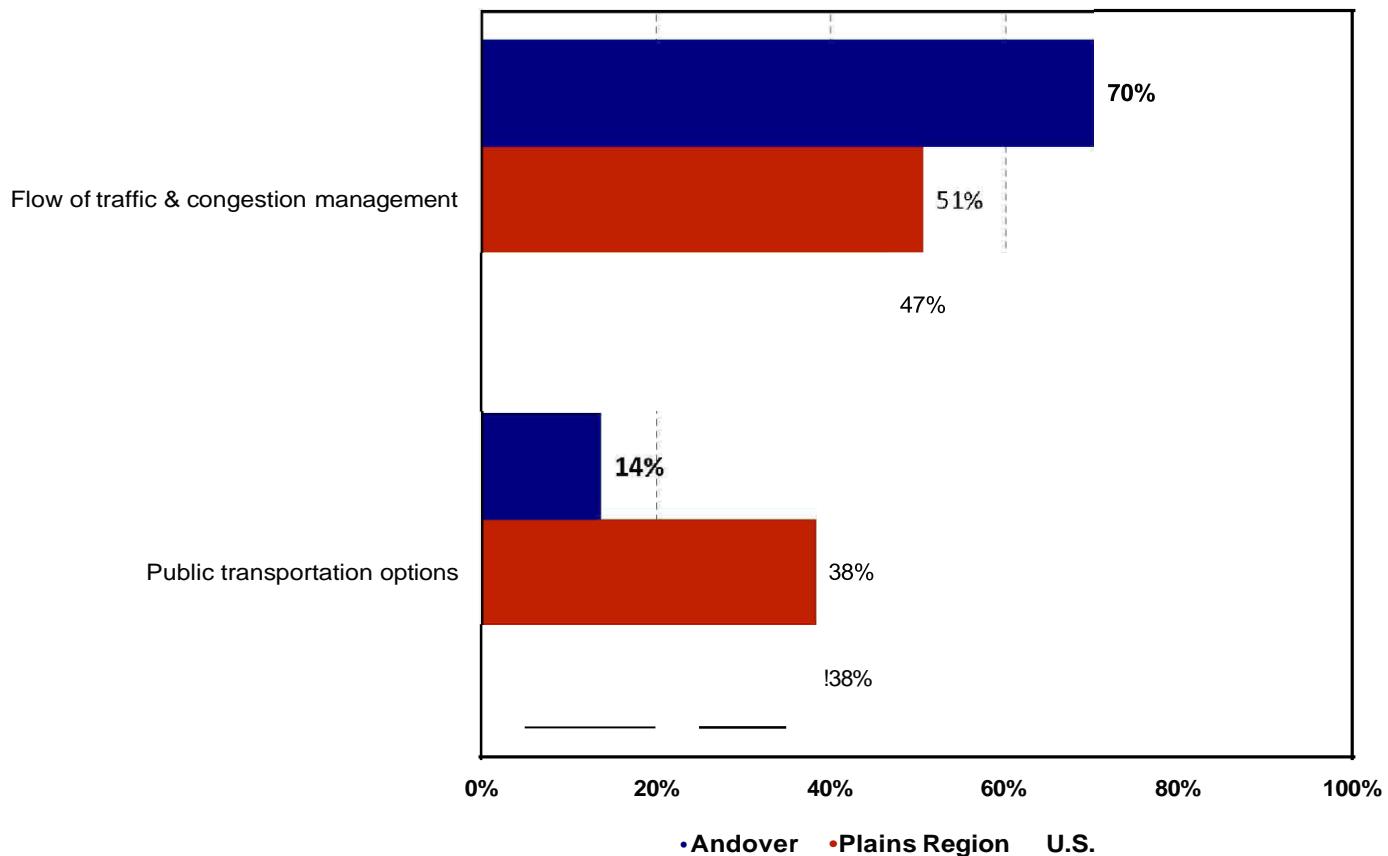
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Transportation

Andover vs. Plains Region vs. the U.S.

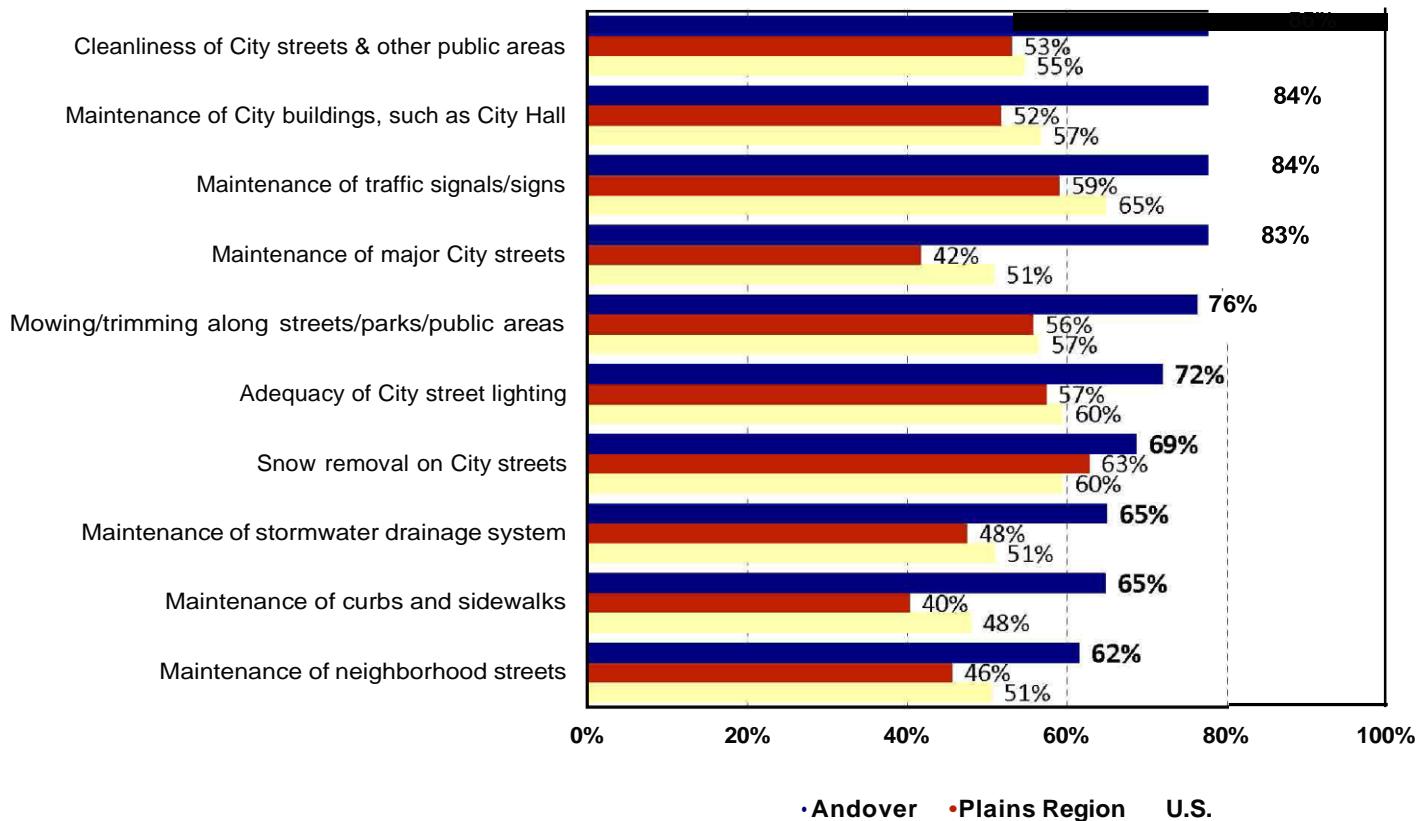
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with City Maintenance

Andover vs. Plains Region vs. the U.S.

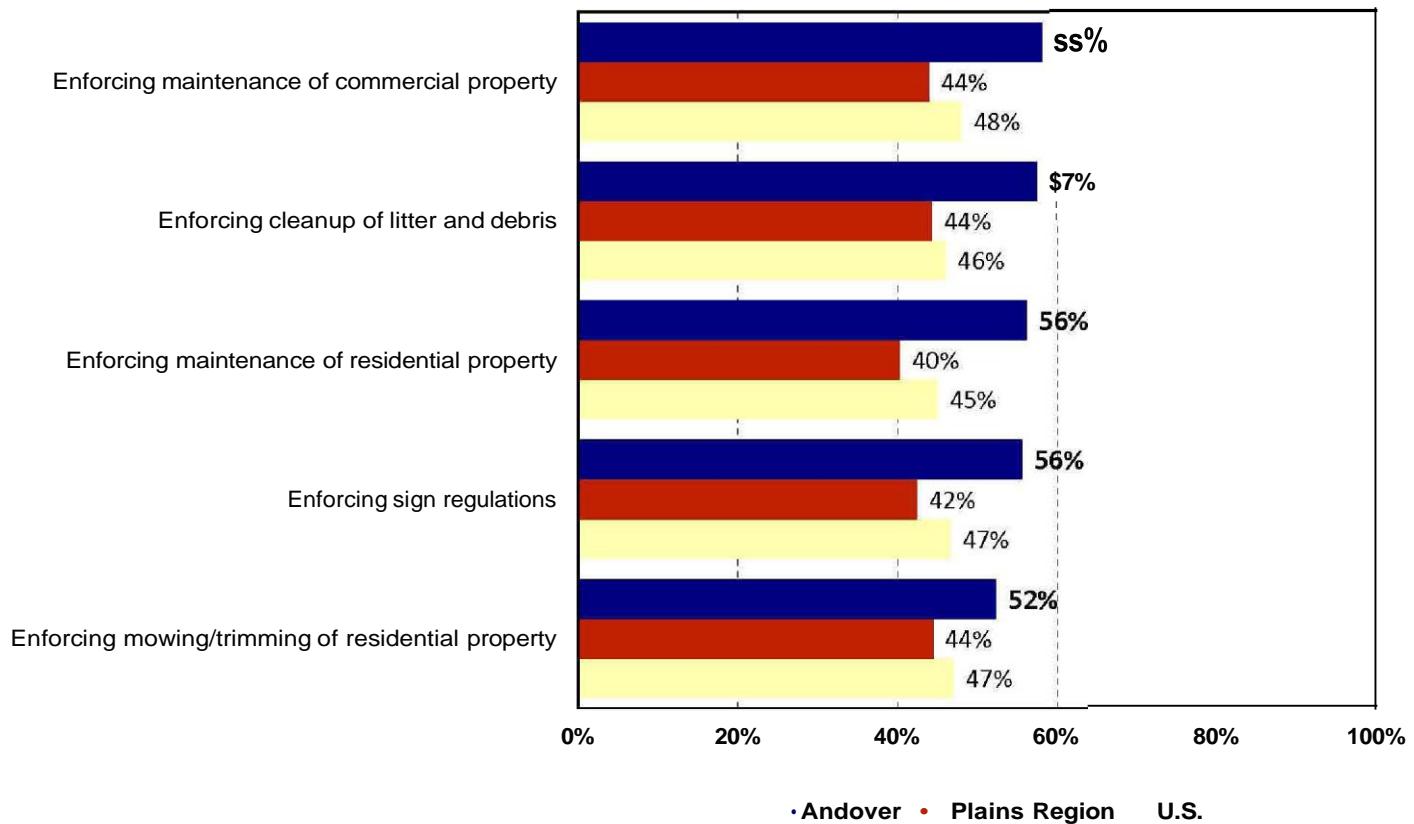
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Code Enforcement

Andover vs. Plains Region vs. the U.S.

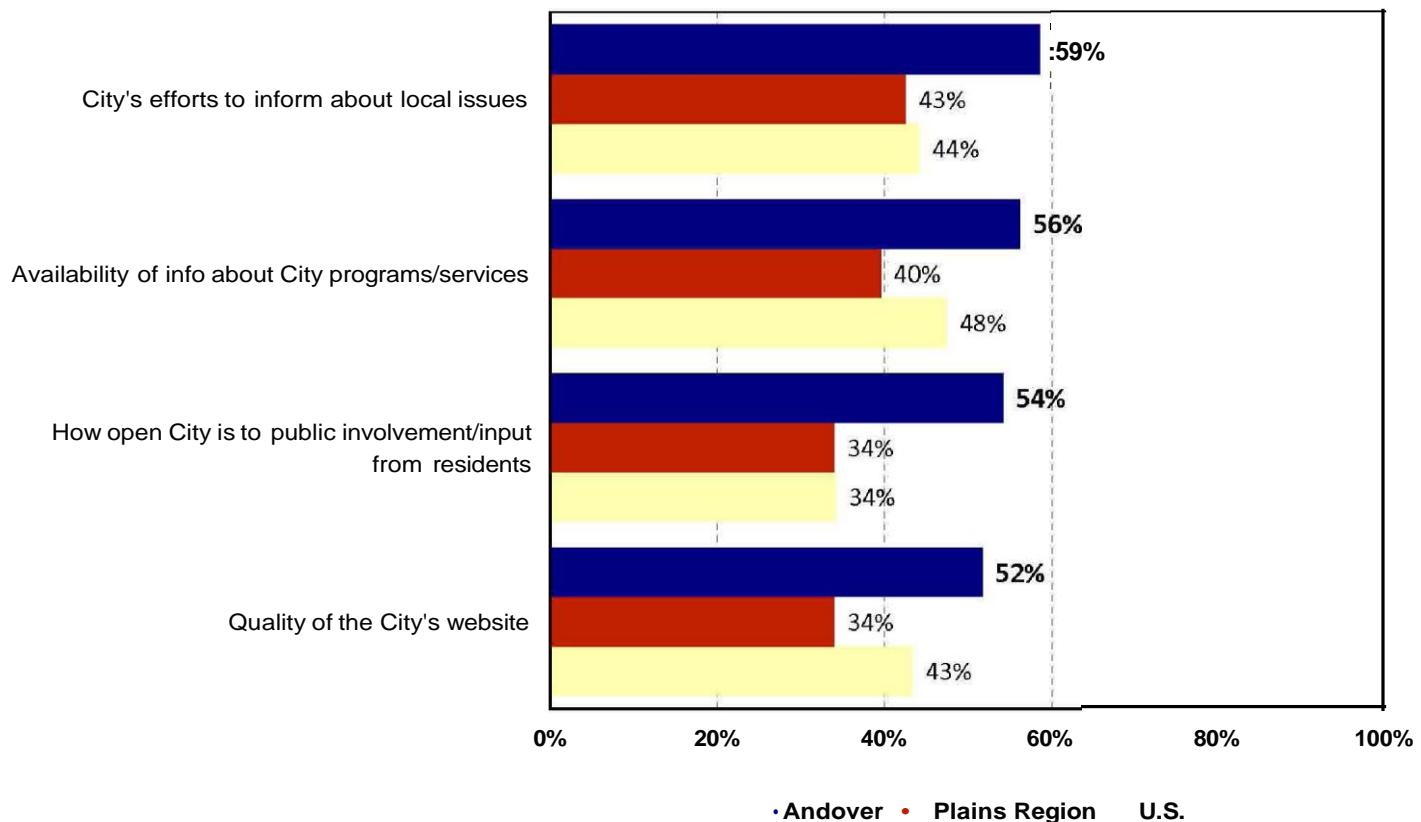
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Communication

Andover vs. Plains Region vs. the U.S.

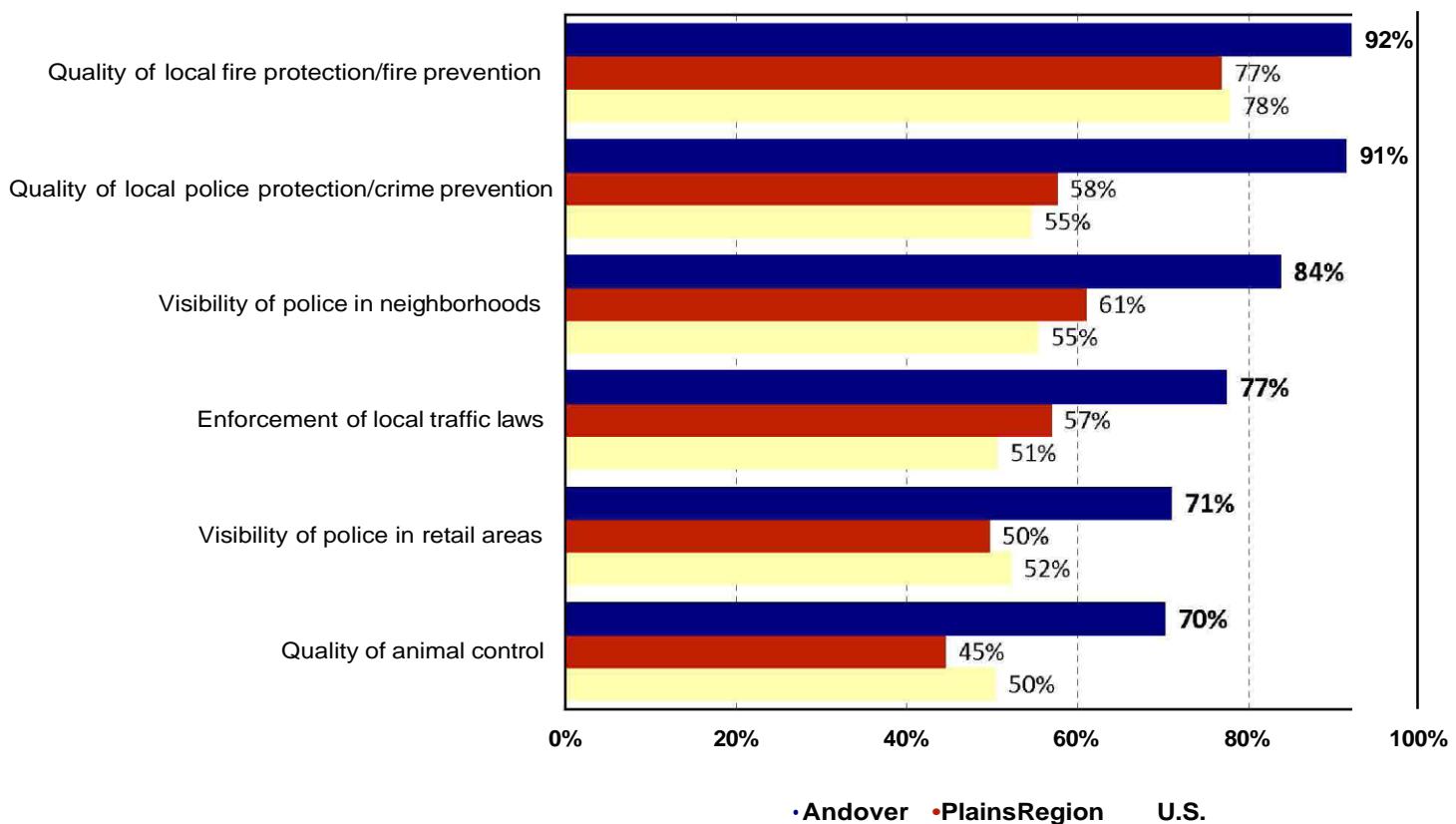
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Public Safety

Andover vs. Plains Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



3

Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the top three or four most important services for the City to emphasize over the next two years. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the City maintenance services that were most important to their household. More than half (50.8%) of respondent households selected "*maintenance of neighborhood streets*" as one of the most important services for the City to emphasize over the next two years.

With regard to satisfaction, 61.5% of respondents surveyed rated "*maintenance of neighborhood streets*" as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 50.8% was multiplied by 38.5% (1-0.615). This calculation yielded an I-S rating of 0.1956, which ranked first out of eleven categories of City maintenance services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three or four choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ($1-5 > 0.20$)
- Increase Current Emphasis ($1-5 = 0.10 - 0.20$)
- Maintain Current Emphasis ($1-5 < 0.10$)

Tables showing the results for the City of Andover are provided on the following pages.

Importance-Satisfaction Rating

City of Andover, KS

Community Development

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Diversity of dining options	58%	1	22%	12	0.4502	1
Diversity of shopping and retail options	51%	2	28%	11	0.3650	2
How well City is planning new commercial development	38%	3	38%	9	0.2365	3
How well City is redeveloping already developed areas	35%	4	33%	10	0.2355	4
High Priority (IS 0.10 – 0.20)						
How well City is planning new residential development	25%	7	47%	7	0.1323	5
Walkability in the City	33%	5	60%	3	0.1317	6
Placemaking characteristics in the City	28%	6	54%	5	0.1262	7
Accessibility of shopping, dining options from neighborhood	22%	8	43%	8	0.1227	8
Diversity of housing options available	21%	9	47%	6	0.1099	9
Medium Priority (IS < .10)						
Subdivision and site plan design	6%	11	58%	4	0.0272	10
Accessibility of public amenities from neighborhood	13%	10	81%	1	0.0253	11
Signage and wayfinding throughout the City	6%	12	68%	2	0.0200	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most important" percentage represents the sum of the first, second, third, and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding "don't knows." Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

Importance-Satisfaction Rating

City of Andover, KS

Transportation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Ability to safely cross US 54/400 on foot/by bicycle	60%	1	10%	7	0.5412	1
Public transportation options	32%	5	14%	6	0.2730	2
Alternative transportation infrastructure	40%	2	49%	5	0.2032	3
<u>High Priority (IS .10 - .20)</u>						
Safety of walking or biking in the City	39%	3	60%	4	0.1584	4
Flow of traffic & congestion management	38%	4	70%	2	0.1126	5
<u>Medium Priority (IS <.10)</u>						
Street network connectivity and configuration	21%	6	75%	1	0.0526	6
Access between City and neighboring communities	14%	7	69%	3	0.0449	7

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding "don't knows." Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

Importance-Satisfaction Rating

City of Andover, KS

City Maintenance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10 - .20)						
Maintenance of neighborhood streets	51%	1	62%	10	0.1956	1
Maintenance of curbs and sidewalks	35%	3	65%	9	0.1221	2
Quality and timeliness of street rebuilding	29%	5	61%	11	0.1119	3
Medium Priority (IS <.10)						
Snow removal on City streets	31%	4	69%	7	0.0958	4
Maintenance of stormwater drainage system	22%	7	65%	8	0.0777	5
Adequacy of City street lighting	24%	6	72%	6	0.0660	6
Maintenance of major City streets	35%	2	83%	4	0.0593	7
Mowing/trimming along streets/parks/public areas	16%	9	76%	5	0.0372	8
Cleanliness of City streets & other public areas	20%	8	86%	1	0.0276	9
Maintenance of traffic signals/signs	13%	10	84%	3	0.0201	10
Maintenance of City buildings, such as City Hall	4%	11	84%	2	0.0064	11

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, third, and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding "don't knows." Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

4

Tabular Data

Q1. Overall Perception. Some items that may influence your perception of the City of Andover are listed below. Please rate each item using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
01-1. Overall quality of City Services (customer service, amenities)	24.3%	53.9%	16.6%	2.3%	0.7%	2.3%
01-2. Overall value that you receive for your City tax dollars & fees	12.0%	44.8%	27.0%	12.3%	2.3%	1.6%
01-3. Overall image of City	22.5%	55.7%	15.5%	5.0%	0.7%	0.7%
01-4. Overall quality of life in Andover	37.7%	53.0%	7.3%	1.4%	0.0%	0.7%
01-5. Overall condition of housing in your neighborhood	34.3%	45.7%	11.6%	5.2%	1.8%	1.4%

WITHOUT "DON'T KNOW"

Q1. Overall Perception. Some items that may influence your perception of the City of Andover are listed below. Please rate each item using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
01-1. Overall quality of City Services (customer service, amenities)	24.9%	55.1%	17.0%	2.3%	0.7%
01-2. Overall value that you receive for your City tax dollars & fees	12.2%	45.5%	27.5%	12.5%	2.3%
01-3. Overall image of City	22.7%	56.1%	15.6%	5.0%	0.7%
01-4. Overall quality of life in Andover	38.0%	53.3%	7.3%	1.4%	0.0%
01-5. Overall condition of housing in your neighborhood	34.8%	46.3%	11.8%	5.3%	1.8%

Q2. Community Development. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
02-1. How well City is planning new residential development	8.4%	33.4%	31.6%	10.9%	4.1%	11.6%
02-2. How well City is planning new commercial development	6.6%	26.8%	33.4%	16.6%	4.3%	12.3%
02-3. How well City is redeveloping already developed areas	5.9%	22.5%	38.0%	15.7%	3.9%	14.1%
02-4. Diversity of housing options available in City	10.2%	33.2%	31.1%	13.2%	3.9%	8.4%
02-5. Walkability in City (sidewalk & crosswalk availability, shade)	17.0%	42.3%	23.9%	10.7%	4.8%	1.4%
02-6. Subdivision & site plan design (block length, density, building setbacks)	10.9%	40.7%	30.9%	5.7%	1.6%	10.2%
02-7. Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	8.6%	44.5%	29.3%	13.2%	2.7%	1.6%
02-8. Signage & wayfinding throughout City	16.4%	50.0%	27.3%	3.0%	1.4%	2.0%
02-9. Diversity of shopping & retail options in City	6.8%	21.1%	23.2%	34.5%	13.0%	1.4%
02-10. Diversity of dining options in City	5.5%	16.1%	21.1%	35.0%	21.6%	0.7%
02-11. Accessibility of shopping, dining options from your neighborhood	12.5%	30.5%	28.2%	19.3%	9.1%	0.5%
02-12. Accessibility of public amenities (schools, park, library) from your neighborhood	31.6%	48.9%	14.5%	3.4%	1.1%	0.5%

WITHOUT "DON'T KNOW"

Q2. Community Development. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
02-1. How well City is planning new residential development	9.5%	37.8%	35.7%	12.3%	4.6%
02-2. How well City is planning new commercial development	7.5%	30.6%	38.1%	18.9%	4.9%
02-3. How well City is redeveloping already developed areas	6.9%	26.2%	44.2%	18.3%	4.5%
02-4. Diversity of housing options available in City	11.2%	36.2%	34.0%	14.4%	4.2%
02-5. Walkability in City (sidewalk & crosswalk availability, shade)	17.3%	42.9%	24.2%	10.8%	4.8%
02-6. Subdivision & site plan design (block length, density, building setbacks)	12.2%	45.3%	34.4%	6.3%	1.8%
02-7. Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	8.8%	45.3%	29.8%	13.4%	2.8%
02-8. Signage & wayfinding throughout City	16.7%	51.0%	27.8%	3.0%	1.4%
02-9. Diversity of shopping & retail options in City	6.9%	21.4%	23.5%	35.0%	13.1%
02-10. Diversity of dining options in City	5.5%	16.2%	21.3%	35.2%	21.7%
02-11. Accessibility of shopping, dining options from your neighborhood	12.6%	30.6%	28.3%	19.4%	9.1%
02-12. Accessibility of public amenities (schools, park, library) from your neighborhood	31.7%	49.1%	14.6%	3.4%	1.1%

Q3. Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

03. To[! choice	Number	Percent
How well City is planning new residential development	31	7.0%
How well City is planning new commercial development	39	8.9%
How well City is redeveloping already developed areas	39	8.9%
Diversity of housing options available in City	27	6.1 %
Walkability in City (sidewalk & crosswalk availability, shade)	35	8.0%
Subdivision & site plan design (block length, density, building setbacks)	3	0.7%
Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	33	7.5 %
Signage & wayfinding throughout City	2	0.5 %
Diversity of shopping & retail options in City	45	10.2 %
Diversity of dining options in City	107	24.3 %
Accessibility of shopping, dining options from your neighborhood	17	3.9 %
Accessibility of public amenities (schools, park, library) from your neighborhood	18	4.1 %
None chosen	44	10.0%
Total	440	100.0 %

Q3. Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

03. 2nd choice	Number	Percent
How well City is planning new residential development	20	4.5 %
How well City is planning new commercial development	42	9.5 %
How well City is redeveloping already developed areas	38	8.6%
Diversity of housing options available in City	18	4.1 %
Walkability in City (sidewalk & crosswalk availability, shade)	35	8.0%
Subdivision & site plan design (block length, density, building setbacks)	11	2.5 %
Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	17	3.9 %
Signage & wayfinding throughout City	4	0.9%
Diversity of shopping & retail options in City	78	17.7 %
Diversity of dining options in City	83	18.9 %
Accessibility of shopping, dining options from your neighborhood	31	7.0%
Accessibility of public amenities (schools, park, library) from your neighborhood	9	2.0%
None chosen	54	12.3 %
Total	440	100.0 %

Q3. Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

03. 3rd choice	Number	Percent
How well City is planning new residential development	33	7.5%
How well City is planning new commercial development	48	10.9%
How well City is redeveloping already developed areas	30	6.8%
Diversity of housing options available in City	22	5.0%
Walkability in City (sidewalk & crosswalk availability, shade)	40	9.1 %
Subdivision & site plan design (block length, density, building setbacks)	4	0.9%
Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	41	9.3 %
Signage & wayfinding throughout City	8	1.8%
Diversity of shopping & retail options in City	66	15.0 %
Diversity of dining options in City	33	7.5 %
Accessibility of shopping, dining options from your neighborhood	24	5.5 %
Accessibility of public amenities (schools, park, library) from your neighborhood	14	3.2 %
None chosen	77	17.5 %
Total	440	100.0 %

Q3. Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

03. 4th choice	Number	Percent
How well City is planning new residential development	27	6.1 %
How well City is planning new commercial development	39	8.9%
How well City is redeveloping already developed areas	48	10.9%
Diversity of housing options available in City	25	5.7%
Walkability in City (sidewalk & crosswalk availability, shade)	35	8.0%
Subdivision & site plan design (block length, density, building setbacks)	10	2.3 %
Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	30	6.8%
Signage & wayfinding throughout City	13	3.0 %
Diversity of shopping & retail options in City	35	8.0%
Diversity of dining options in City	30	6.8%
Accessibility of shopping, dining options from your neighborhood	23	5.2 %
Accessibility of public amenities (schools, park, library) from your neighborhood	17	3.9 %
None chosen	108	24.5%
Total	440	100.0 %

SUM OF TOP 4 CHOICES**Q3. Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 4)**

<u>03. Sum of top 4 choices</u>	<u>Number</u>	<u>Percent</u>
How well City is planning new residential development	111	25.2 %
How well City is planning new commercial development	168	38.2 %
How well City is redeveloping already developed areas	155	35.2 %
Diversity of housing options available in City	92	20.9%
Walkability in City (sidewalk & crosswalk availability, shade)	145	33.0%
Subdivision & site plan design (block length, density, building setbacks)	28	6.4 %
Placemaking characteristics in City (streetscaping & street trees, benches, planters, public art)	121	27.5 %
Signage & wayfinding throughout City	27	6.1 %
Diversity of shopping & retail options in City	224	50.9 %
Diversity of dining options in City	253	57.5 %
Accessibility of shopping, dining options from your neighborhood	95	21.6 %
Accessibility of public amenities (schools, park, library) from your neighborhood	58	13.2 %
<u>None chosen</u>	<u>44</u>	<u>10.0%</u>
Total	1521	

Q4. Transportation. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
04-1. Overall flow of traffic & congestion management in City	16.1%	53.9%	17.7%	10.2%	1.8%	0.2%
04-2. Overall street network connectivity & configuration	18.9%	55.9%	17.5%	6.6%	0.5%	0.7%
04-3. Alternative transportation infrastructure (multi-use pathways, trails)	11.6%	35.2%	32.5%	12.7%	3.2%	4.8%
04-4. Safety of walking or biking in City	15.0%	42.3%	23.4%	11.4%	4.3%	3.6%
04-5. Ability to safely cross US 54/400 on foot or by bicycle	3.2%	5.0%	19.8%	26.1%	32.0%	13.9%
04-6. Public transportation options	3.4%	6.6%	30.5%	18.2%	14.8%	26.6%
04-7. Overall access between City of Andover & neighboring communities	18.9%	48.6%	25.5%	4.1%	1.4%	1.6%

WITHOUT "DON'T KNOW"

Q4. Transportation. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
04-1. Overall flow of traffic & congestion management in City	16.2%	54.0%	17.8%	10.3%	1.8%
04-2. Overall street network connectivity & configuration	19.0%	56.3%	17.6%	6.6%	0.5%
04-3. Alternative transportation infrastructure (multi-use pathways, trails)	12.2%	37.0%	34.1%	13.4%	3.3%
04-4. Safety of walking or biking in City	15.6%	43.9%	24.3%	11.8%	4.5%
04-5. Ability to safely cross US 54/400 on foot or by bicycle	3.7%	5.8%	23.0%	30.3%	37.2%
04-6. Public transportation options	4.6%	9.0%	41.5%	24.8%	20.1%
04-7. Overall access between City of Andover & neighboring communities	19.2%	49.4%	25.9%	4.2%	1.4%

QS. Which THREE of the transportation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

05. To[! choice	Number	Percent
Overall flow of traffic & congestion management in City	83	18.9%
Overall street network connectivity & configuration	16	3.6%
Alternative transportation infrastructure (multi-use pathways, trails)	41	9.3%
Safety of walking or biking in City	53	12.0%
Ability to safely cross US 54/400 on foot or by bicycle	152	34.5%
Public transportation options	36	8.2%
Overall access between City of Andover & neighboring communities	6	1.4 %
None chosen	53	12.0%
Total	440	100.0 %

QS. Which THREE of the transportation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

05. 2nd choice	Number	Percent
Overall flow of traffic & congestion management in City	36	8.2%
Overall street network connectivity & configuration	36	8.2%
Alternative transportation infrastructure (multi-use pathways, trails)	66	15.0%
Safety of walking or biking in City	72	16.4 %
Ability to safely cross US 54/400 on foot or by bicycle	65	14.8%
Public transportation options	61	13.9%
Overall access between City of Andover & neighboring communities	23	5.2 %
None chosen	81	18.4 %
Total	440	100.0 %

QS. Which THREE of the transportation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

05. 3rd choice	Number	Percent
Overall flow of traffic & congestion management in City	47	10.7%
Overall street network connectivity & configuration	42	9.5%
Alternative transportation infrastructure (multi-use pathways, trails)	69	15.7%
Safety of walking or biking in City	47	10.7%
Ability to safely cross US 54/400 on foot or by bicycle	46	10.5%
Public transportation options	42	9.5%
Overall access between City of Andover & neighboring communities	34	7.7%
None chosen	113	25.7%
Total	440	100.0 %

SUM OF TOP 3 CHOICES

QS. Which THREE of the transportation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

05. Sum of top 3 choices	Number	Percent
Overall flow of traffic & congestion management in City	166	37.7%
Overall street network connectivity & configuration	94	21.4 %
Alternative transportation infrastructure (multi-use pathways, trails)	176	40.0%
Safety of walking or biking in City	172	39.1%
Ability to safely cross US 54/400 on foot or by bicycle	263	59.8%
Public transportation options	139	31.6 %
Overall access between City of Andover & neighboring communities	63	14.3 %
None chosen	53	12.0%
Total	1126	

**Q6. City Maintenance. Please rate your satisfaction with each of the following items using a scale of 1 to 5,
where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."**

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
06-1. Maintenance of major City streets	20.2%	62.0%	11.6%	4.1%	1.1%	0.9%
06-2. Maintenance of neighborhood streets	14.8%	46.1%	15.9%	13.2%	9.1%	0.9%
06-3. Maintenance of curbs & sidewalks	12.3%	50.9%	21.1%	10.0%	3.2%	2.5%
06-4. Maintenance of traffic signals/signs	21.8%	61.4%	13.9%	0.9%	0.9%	1.1%
06-5. Adequacy of City street lighting	19.1%	52.0%	18.4%	7.5%	1.8%	1.1%
06-6. Maintenance of City buildings, such as City Hall	28.2%	49.8%	13.2%	1.1%	0.0%	7.7%
06-7. Snow removal on City streets	20.0%	47.7%	16.8%	9.5%	4.5%	1.4%
06-8. Mowing & trimming along City streets, parks, & other public areas	19.5%	55.0%	17.3%	4.1%	1.8%	2.3%
06-9. Overall cleanliness of City streets & other public areas	26.1%	59.1%	10.7%	2.3%	0.9%	0.9%
06-10. Quality & timeliness of street rebuilding	9.8%	45.0%	23.6%	7.0%	4.3%	10.2%
06-11. Maintenance of stormwater drainage system	13.9%	42.3%	21.4%	5.2%	3.6%	13.6%

WITHOUT "DON'T KNOW"

Q6. City Maintenance. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
06-1. Maintenance of major City streets	20.4%	62.6%	11.7%	4.1%	1.1%
06-2. Maintenance of neighborhood streets	14.9%	46.6%	16.1%	13.3%	9.2%
06-3. Maintenance of curbs & sidewalks	12.6%	52.2%	21.7%	10.3%	3.3%
06-4. Maintenance of traffic signals/signs	22.1%	62.1%	14.0%	0.9%	0.9%
06-5. Adequacy of City street lighting	19.3%	52.6%	18.6%	7.6%	1.8%
06-6. Maintenance of City buildings, such as City Hall	30.5%	53.9%	14.3%	1.2%	0.0%
06-7. Snow removal on City streets	20.3%	48.4%	17.1%	9.7%	4.6%
06-8. Mowing & trimming along City streets, parks, & other public areas	20.0%	56.3%	17.7%	4.2%	1.9%
06-9. Overall cleanliness of City streets & other public areas	26.4%	59.6%	10.8%	2.3%	0.9%
06-10. Quality & timeliness of street rebuilding	10.9%	50.1%	26.3%	7.8%	4.8%
06-11. Maintenance of stormwater drainage system	16.1%	48.9%	24.7%	6.1%	4.2%

Q7. Which FOUR of the City maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

07. Top choice	Number	Percent
Maintenance of major City streets	49	11.1%
Maintenance of neighborhood streets	90	20.5%
Maintenance of curbs & sidewalks	34	7.7%
Maintenance of traffic signals/signs	8	1.8%
Adequacy of City street lighting	25	5.7%
Maintenance of City buildings, such as City Hall	2	0.5%
Snow removal on City streets	42	9.5%
Mowing & trimming along City streets, parks, & other public areas	14	3.2%
Overall cleanliness of City streets & other public areas	15	3.4 %
Quality & timeliness of street rebuilding	33	7.5 %
Maintenance of stormwater drainage system	30	6.8%
None chosen	98	22.3%
Total	440	100.0 %

Q7. Which FOUR of the City maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

07. 2nd choice	Number	Percent
Maintenance of major City streets	30	6.8%
Maintenance of neighborhood streets	72	16.4 %
Maintenance of curbs & sidewalks	41	9.3%
Maintenance of traffic signals/signs	12	2.7%
Adequacy of City street lighting	35	8.0%
Maintenance of City buildings, such as City Hall	3	0.7%
Snow removal on City streets	36	8.2%
Mowing & trimming along City streets, parks, & other public areas	24	5.5%
Overall cleanliness of City streets & other public areas	22	5.0 %
Quality & timeliness of street rebuilding	26	5.9 %
Maintenance of stormwater drainage system	16	3.6 %
None chosen	123	28.0%
Total	440	100.0 %

Q7. Which FOUR of the City maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

07. 3rd choice	Number	Percent
Maintenance of major City streets	42	9.5%
Maintenance of neighborhood streets	40	9.1 %
Maintenance of curbs & sidewalks	45	10.2 %
Maintenance of traffic signals/signs	15	3.4%
Adequacy of City street lighting	17	3.9%
Maintenance of City buildings, such as City Hall	4	0.9%
Snow removal on City streets	27	6.1 %
Mowing & trimming along City streets, parks, & other public areas	16	3.6 %
Overall cleanliness of City streets & other public areas	23	5.2 %
Quality & timeliness of street rebuilding	35	8.0%
Maintenance of stormwater drainage system	31	7.0%
<u>None chosen</u>	145	33.0%
Total	440	100.0 %

Q7. Which FOUR of the City maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

07. 4th choice	Number	Percent
Maintenance of major City streets	33	7.5%
Maintenance of neighborhood streets	21	4.8%
Maintenance of curbs & sidewalks	33	7.5 %
Maintenance of traffic signals/signs	21	4.8%
Adequacy of City street lighting	26	5.9%
Maintenance of City buildings, such as City Hall	9	2.0%
Snow removal on City streets	30	6.8%
Mowing & trimming along City streets, parks, & other public areas	15	3.4%
Overall cleanliness of City streets & other public areas	27	6.1 %
Quality & timeliness of street rebuilding	32	7.3 %
Maintenance of stormwater drainage system	21	4.8%
<u>None chosen</u>	172	39.1%
Total	440	100.0 %

SUM OF TOP 4 CHOICES**Q7. Which FOUR of the City maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 4)**

<u>07. Sum of top 4 choices</u>	<u>Number</u>	<u>Percent</u>
Maintenance of major City streets	154	35.0%
Maintenance of neighborhood streets	223	50.7%
Maintenance of curbs & sidewalks	153	34.8%
Maintenance of traffic signals/signs	56	12.7%
Adequacy of City street lighting	103	23.4 %
Maintenance of City buildings, such as City Hall	18	4.1 %
Snow removal on City streets	135	30.7 %
Mowing & trimming along City streets, parks, & other public areas	69	15.7 %
Overall cleanliness of City streets & other public areas	87	19.8 %
Quality & timeliness of street rebuilding	126	28.6 %
Maintenance of stormwater drainage system	98	22.3 %
<u>None chosen</u>	<u>98</u>	<u>22.3%</u>
Total	1320	

QS. Code Enforcement. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
08-1. Enforcing cleanup of litter & debris	8.9%	38.9%	25.2%	7.7%	2.5%	16.8%
08-2. Enforcing mowing & trimming of residential property	8.0%	36.1%	26.1%	10.0%	4.1%	15.7%
08-3. Enforcing mowing & trimming of commercial property	10.0%	39.5%	27.5%	3.9%	2.0%	17.0%
08-4. Enforcing maintenance of residential property in your neighborhood	10.0%	37.3%	21.8%	10.0%	5.2%	15.7%
08-5. Enforcing maintenance of commercial property in your neighborhood	9.3%	35.0%	29.5%	1.4%	1.1%	23.6%
08-6. Enforcing maintenance of rental properties in your neighborhood	7.3%	25.7%	26.8%	8.0%	6.8%	25.5%
08-7. Enforcing sign regulations	10.0%	33.0%	29.3%	3.2%	1.8%	22.7%

WITHOUT "DON'T KNOW"

QS. Code Enforcement. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
08-1. Enforcing cleanup of litter & debris	10.7%	46.7%	30.3%	9.3%	3.0%
08-2. Enforcing mowing & trimming of residential property	9.4%	42.9%	31.0%	11.9%	4.9%
08-3. Enforcing mowing & trimming of commercial property	12.1%	47.7%	33.2%	4.7%	2.5%
08-4. Enforcing maintenance of residential property in your neighborhood	11.9%	44.2%	25.9%	11.9%	6.2%
08-5. Enforcing maintenance of commercial property in your neighborhood	12.2%	45.8%	38.7%	1.8%	1.5%
08-6. Enforcing maintenance of rental properties in your neighborhood	9.8%	34.5%	36.0%	10.7%	9.1%
08-7. Enforcing sign regulations	12.9%	42.6%	37.9%	4.1%	2.4%

Q9. Communication. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
09-1. Availability of information about City programs & services	12.5%	38.9%	24.1%	13.4%	2.5%	8.6%
09-2. City's efforts to keep you informed about local issues	16.1%	38.0%	22.5%	11.8%	3.9%	7.7%
09-3. How open City is to public involvement & input from residents	13.4%	32.3%	24.5%	10.0%	4.1%	15.7%
09-4. Quality of City's website, andaverks.com	8.9%	32.5%	29.5%	7.5%	1.6%	20.0%
09-5. How user-friendly City's website, andoverks.com, is	7.7%	30.0%	27.7%	9.3%	3.0%	22.3%
09-6. Content included in monthly sewer bill newsletter	19.5%	41.4%	22.0%	2.5%	0.5%	14.1%

WITHOUT "DON'T KNOW"

Q9. Communication. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
09-1. Availability of information about City programs & services	13.7%	42.5%	26.4%	14.7%	2.7%
09-2. City's efforts to keep you informed about local issues	17.5%	41.1%	24.4%	12.8%	4.2%
09-3. How open City is to public involvement & input from residents	15.9%	38.3%	29.1%	11.9%	4.9%
09-4. Quality of City's website, andoverks.com	11.1%	40.6%	36.9%	9.4%	2.0%
09-5. How user-friendly City's website, andoverks.com, is	9.9%	38.6%	35.7%	12.0%	3.8%
09-6. Content included in monthly sewer bill newsletter	22.8%	48.1%	25.7%	2.9%	0.5%

**Q10. Public Safety. Please rate your satisfaction with each of the following items using a scale of 1 to 5,
where 5 is "Very Satisfied" and 1 is "Very Dissatisfied."**

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
010-1. Overall quality of local police protection & crime prevention	38.4%	46.6%	6.4%	1.1%	0.5%	7.0%
010-2. Visibility of police in neighborhoods	30.7%	47.0%	10.2%	4.1%	0.7%	7.3%
010-3. Visibility of police in retail areas	21.1%	41.4%	21.4%	3.6%	0.5%	12.0%
010-4. Your overall feeling of safety in your neighborhood	39.1%	46.8%	5.2%	1.8%	0.5%	6.6%
010-5. Enforcement of local traffic laws	21.1%	49.1%	15.0%	4.5%	0.9%	9.3%
010-6. Quality of animal control	14.8%	41.4%	18.0%	4.1%	1.8%	20.0%
010-7. Overall quality of local fire protection & fire prevention	38.2%	42.7%	7.0%	0.0%	0.0%	12.0%
010-8. How quickly public safety personnel respond to emergencies	37.3%	30.5%	9.1%	0.5%	0.7%	22.0%

WITHOUT "DON'T KNOW"

O10. Public Safety. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied." (without "don't know")

(N=440)

	<u>Very</u> satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
010-1. Overall quality of local police protection & crime prevention	41.3%	50.1%	6.8%	1.2%	0.5%
010-2. Visibility of police in neighborhoods	33.1%	50.7%	11.0%	4.4%	0.7%
010-3. Visibility of police in retail areas	24.0%	47.0%	24.3%	4.1%	0.5%
010-4. Your overall feeling of safety in your neighborhood	41.8%	50.1%	5.6%	1.9%	0.5%
010-5. Enforcement of local traffic laws	23.3%	54.1%	16.5%	5.0%	1.0%
010-6. Quality of animal control	18.5%	51.7%	22.4%	5.1%	2.3%
010-7. Overall quality of local fire protection & fire prevention	43.4%	48.6%	8.0%	0.0%	0.0%
010-8. How quickly public safety personnel respond to emergencies	47.8%	39.1%	11.7%	0.6%	0.9%

Q11. Which of the following are your PRIMARY SOURCES of information about City issues, services, and events?

011. Which are your primary sources of information

about City issues, services, & events

	Number	Percent
City website andoverks.com	135	30.7%
Local television/radio	92	20.9%
City Channel 7	15	3.4%
Monthly sewer bill insert	272	61.8 %
The Andover Update	108	24.5 %
Word of mouth/neighbors/friends	219	49.8%
City social media pages (Facebook/Twitter)@CityofAndover	168	38.2 %
Facebook groups-"Andover Voice" & "Andover Chatter"	133	30.2 %
Andover Chamber of Commerce newsletter/website	26	5.9 %
<u>"Alert Andover" text alert</u>	90	20.5 %
Total	1258	

Q12. What type of information are you usually seeking through the City's communications tools?

012. What type of information are you usually seeking

through City's communications tools

	Number	Percent
Calendar-dates & event information	311	70.7%
Updates about trending City issues	201	45.7%
Information about City departments, programs, & services	186	42.3%
Contact information for City staff or elected officials	67	15.2 %
Information about local businesses	110	25.0%
Paying a fine or fee	38	8.6%
Registering for a class or program	47	10.7%
<u>Other</u>	5	1.1 %
Total	965	

Q12-8. Other

- Andover is cliquesh. I've lived here more than 24 years and I don't always feel welcome or like I belong. Wish there were more small town activities with diverse options
- Events planned for the city, like celebrations
- New laws or rules regarding FIREWORKS. Many of the residents in our neighborhood, and ALL the residential communities around Andover are FED UP with the rules/regulations of the length the fireworks are allowed to be shot off. It's not only disturbing to many elderly, retired/returning soldiers but our animals and wildlife. I for one would like the city council to look over current laws/rules/regulations allowing 7 days +2, for a total of 9 days, starting at 10am, then 8am. Then allowing them to fire off all types until 10pm, then midnight. Nobody thinks about those of us who work and need sleep to perform in stressful jobs. It's time to get rid of financially influenced rules. We want our 4th of July back, to celebrate and return to our regular routines.
- Trying to find out info on the apartments you are shoving down the throats of the green valley housing area that keeps changing
- Weather

Q13. Approximately how many years have you lived in the City of Andover?

013. How many years have you lived in Ci!Y of Andover	Number	Percent
0-5	113	25.7%
6-10	69	15.7%
11-15	63	14.3 %
16-20	48	10.9%
21-30	68	15.5 %
31+	55	12.5 %
Not [!rovied	24	5.5%
Total	440	100.0 %

WITHOUT "NOT PROVIDED"

Q13. Approximately how many years have you lived in the City of Andover? (without "not provided")

013. How many years have you lived in Ci!Y of Andover	Number	Percent
0-5	113	27.2%
6-10	69	16.6%
11-15	63	15.1%
16-20	48	11.5 %
21-30	68	16.3 %
31+	55	13.2 %
Total	416	100.0 %

Q14. Including yourself, how many persons in your household are in each of the following age groups?

	Mean	Sum
number	2.8	1229
Under age 5	0.2	71
Ages 5-9	0.2	95
Ages 10-14	0.3	117
Ages 15-19	0.2	96
Ages 20-24	0.1	44
Ages 25-34	0.2	88
Ages 35-44	0.4	174
Ages 45-54	0.4	163
Ages 55-64	0.4	173
Ages 65-74	0.3	149
Ages 75+	0.1	59

Q15. Including yourself, how many persons in your household are employed in each of the following areas?

	Mean	Sum
number	1.9	648
Within City limits of Andover	0.4	132
Outside Andover, but within Butler County	0.1	42
Outside of Butler County, but within Wichita metro area	1.3	424
Outside Wichita metro area	0.1	50

Q16. What is your gender?

016. Your gender	Number	Percent
Male	211	48.0%
Female	217	49.3%
Non-binary	2	0.5 %
Not <u>provided</u>	10	2.3%
Total	440	100.0 %

WITHOUT "NOT PROVIDED"

Q16. What is your gender? {without "not provided"}

016. Your gender	Number	Percent
Male	211	49.1 %
Female	217	50.5%
Non-binary	2	0.5%
Total	430	100.0 %

Q17. On a typical WEEKDAY, do you generally...

017. Do you stay in/leave Andover on a typical weekday	Number	Percent
Stay in Andover	242	55.0%
Leave Andover	179	40.7%
Not <u>provided</u>	19	4.3%
Total	440	100.0 %

WITHOUT "NOT PROVIDED"

Q17. On a typical WEEKDAY, do you generally... {without "not provided"}

017. Do you stay in/leave Andover on a typical weekday	Number	Percent
Stay in Andover	242	57.5%
Leave Andover	179	42.5%
Total	421	100.0 %

Q18. If you stay in/come to Andover on WEEKDAYS: Which types of destinations, are you most likely to visit within Andover?

018. What types of destinations are you most likely to visit within Andover	Number	Percent
Employment	41	16.9%
Shopping	166	68.6%
Services	57	23.6%
Dining/nightlife	97	40.1%
Recreation	81	33.5 %
Entertainment	18	7.4%
Friend/family place of residence	105	43.4%
Schools/community college	61	25.2 %
Other	7	2.9%
Not applicable (I leave Andover on weekdays)	1	0.4%
Total	634	

WITHOUT "NOT APPLICABLE"

Q18. If you stay in/come to Andover on WEEKDAYS: Which types of destinations, are you most likely to visit within Andover? {without "not applicable"}

018. What types of destinations are you most likely to visit within Andover	Number	Percent
Employment	41	17.0%
Shopping	166	68.9%
Services	57	23.7%
Dining/nightlife	97	40.2%
Recreation	81	33.6%
Entertainment	18	7.5%
Friend/family place of residence	105	43.6%
Schools/community college	61	25.3 %
Other	7	2.9%
Total	633	

Q18-9. Other

018-9. Other	Number	Percent
Residence	1	14.3 %
Dr appt	1	14.3 %
Church	1	14.3 %
Red Bud Trail/parks	1	14.3 %
Library	1	14.3 %
Parks	1	14.3 %
WE RIDE THE BIKE TRAILS/CENTRAL PARK	1	14.3 %
Total	7	100.0 %

Q19. If you leave Andover on WEEKDAYS: Which types of destinations, are you most likely to visit in other communities?

019. What types of destinations are you most likely to visit in other communities	Number	Percent
Employment	137	76.5 %
Shopping	139	77.7%
Services	64	35.8%
Dining/nightlife	128	71.5 %
Recreation	72	40.2%
Entertainment	95	53.1%
Friend/family place of residence	55	30.7%
Schools/community college	23	12.8%
<u>Other</u>	5	2.8%
Total	718	

Q19-9. Other

019-9. Other	Number	Percent
Church	1	20.0%
Exercise with YMCA damaged	1	20.0%
Medical	1	20.0%
North YMCA	1	20.0%
WICHITA YMCA	1	20.0%
Total	5	100.0 %

Q20. On a typical WEEKEND, do you generally...

020. Do you stay in/leave Andover on a typical weekend	Number	Percent
Stay in Andover	231	52.5 %
Leave Andover	159	36.1%
<u>Not provided</u>	50	11.4 %
Total	440	100.0 %

WITHOUT "NOT PROVIDED"

Q20. On a typical WEEKEND, do you generally... {without "not provided"}

020. Do you stay in/leave Andover on a typical weekend	Number	Percent
Stay in Andover	231	59.2 %
Leave Andover	159	40.8%
Total	390	100.0 %

Q21. If you stay in Andover on WEEKENDS: Which types of destinations, are you most likely to visit within Andover?

021. What types of destinations are you most likely to visit within Andover

	Number	Percent
Employment	7	3.0%
Shopping	136	58.9%
Services	41	17.7%
Dining/nightlife	111	48.1 %
Recreation	79	34.2 %
Entertainment	35	15.2 %
Friend/family place of residence	103	44.6%
Schools/community college	8	3.5 %
Other	14	6.1 %
Total	534	

Q21-9. Other

Q21-9. Other	Number	Percent
Church	5	35.7%
Grocery store/Walgreens	1	7.1 %
Restaurant	1	7.1 %
Parks	1	7.1 %
Golf-flint	1	7.1 %
Yard work	1	7.1 %
Sports	1	7.1 %
LIBRARY, PARKS	1	7.1 %
RIDING BIKES	1	7.1 %
Walking/biking/local gym	1	7.1 %
Total	14	100.0 %

Q22. If you leave Andover on WEEKENDS: Which types of destinations, are you most likely to visit in other communities?

022. What types of destinations are you most likely to

visit in other communities

	Number	Percent
Employment	17	10.7%
Shopping	134	84.3%
Services	61	38.4%
Dining/nightlife	142	89.3%
Recreation	103	64.8%
Entertainment	122	76.7%
Friend/family place of residence	80	50.3%
Schools/community college	4	2.5 %
<u>Other</u>	8	5.0%
Total	671	

Q22-9. Other

022-9. Other

	Number	Percent
Church	3	37.5%
Sporting	1	12.5 %
Kids sports	1	12.5 %
Area lakes/parks	1	12.5 %
North YMCA	1	12.5 %
<u>Fishing, camping, visiting family</u>	1	12.5 %
Total	8	100.0 %

Q25. What would you most like to see for the future of Andover?

025. What would you most like to see for the future of Andover	Number	Percent
Expanded/protected outdoor recreation & environment	235	53.4 %
Expanded economic development & business culture	193	43.9%
Expanded entertainment/nightlife	178	40.5 %
Expanded/protected design & appearance	103	23.4 %
Increased number of distinct destinations	73	16.6%
Expanded/diversified housing options	62	14.1%
Expanded/protected culture	57	13.0%
Other	37	8.4%
Total	938	

Q25-8. Other

- controlling who goes to school in Andover. We pay high taxes here and now anyone can go to school here, that is wrong
- CROSSING KELLOG
- Dining
- Dining options
- dining options- not fast food
- Dining
- Ensure the YMCA and tornado damage is repaired in a timely manner
- expanded dining facilities
- Expanded dining options
- fix the YMCA and Prairie Creek Elem
- FIX UP EXISTING RETAIL VS BUILDING NEW-TOO MUCH EMPTY STRIP MALLS FOR ANDOVER
- Grocery store on N side
- Inclusiveness for all levels of community membership
- Lower taxes
- More development friendly, team player planning departments
- More dining options
- MORE DINING RESTAURANTS
- More restaurants, shopping
- More sit down eating establishments
- New high school
- NO MORE APARTMENT COMPLEXES
- not right now- fill empty businesses
- Pave the dirt roads please.
- plant more trees in Andover
- Pleasant dining
- Remove the 10 days of fireworks (Not considerate at all of pet owners!!!; trashes up our community!!!; not considerate of veterans!!!) Past mayor just gained financially from expanded time to sell product.
- Restaurant to eat breakfast

Q25-8. Other

- Restaurants
- Restaurants
- Schools
- Schools to keep class size small
- shopping
- Something, for the high school kids.
- splash park
- Supermarket in north Andover home improvement such as Home Depot.
- Traffic infrastructure first
- Trim back trees

Q26. Which housing-type developments are most needed and appropriate in Andover?

026. Which housing-type developments are most needed & appropriate in Andover	Number	Percent
Single-family homes: Standalone housing structure intended for one family/household	305	69.3%
Townhomes/duplexes: Multi-floor homes that share one to two walls with adjacent properties but have their own entrances	105	23.9%
Mixed use developments: with retail/office/dining on the bottom floor & residential above	89	20.2%
Apartments: Multi-story building dedicated to a mixture of studio/loft, 1-, 2-, and/or 3-bedroom units (vary in size)	58	13.2 %
Accessory dwelling units: Small units in the backyard or above a garage designed for multigenerational households	44	10.0%
Other	25	5.7%
Total	626	

Q26-6. Other

<u>026-6. Other</u>	Number	Percent
Low income/senior living	1	4.0%
Something for retired persons	1	4.0%
Patio homes for people that want to downsize/affordable	1	4.0%
Accessible/age in place housing	1	4.0%
Affordable housing	1	4.0%
Less apartments. Would be nice to stop rentals in Andover	1	4.0%
Keep suburbia feel	1	4.0%
Low income options	1	4.0%
Grocery store on Northside	1	4.0%
Apartments that aren't luxury and not small	1	4.0%
Happy with present size/population	1	4.0%
Affordable/lower income housing	1	4.0%
#1 but not 3K homes	1	4.0%
Mobile homes	1	4.0%
Condos	1	4.0%
Limited lower income housing	1	4.0%
Affordable senior living	1	4.0%
Group home complex for special needs	1	4.0%
Low income housing	1	4.0%
Senior housing	1	4.0%
Housing in a lower price range for low income individuals	1	4.0%
Housing for retired low income	1	4.0%
This should be driven off by the individuals and the market	1	4.0%
Affordable patio homes	1	4.0%
<u>Affordable housing-single family</u>	1	4.0%
Total	25	100.0 %

Q27. Of the following choices, what are the top three opportunities for Andover?

<u>027. What are the top opportunities for Andover</u>	Number	Percent
Creating an environment that is attractive for prospective businesses	210	47.7%
Revitalizing Downtown	173	39.3%
Creating community-oriented spaces	127	28.9%
Improving programming & resources for children & young adults	105	23.9%
Improving programming & resources for seniors & older adults	94	21.4 %
Developing destinations for local & regional tourism	94	21.4 %
Increasing mobility & transportation resources in City	80	18.2 %
Diversifying development & expanding mixed use areas	57	13.0%
Diversifying types of housing options in City	50	11.4 %
Increasing public safety	49	11.1 %
<u>Improving public health & nutrition</u>	39	8.9%
Total	1078	

5

Survey Instrument



ANDOVER COMPREHENSIVE PLAN SURVEY

Hello Andover Residents,

It is a great time to live in Andover-a resilient city that continues to grow and thrive! To continue to meet the needs of our community, it is critical for city leaders to manage growth. This is best accomplished by asking residents to come to the table and share their thoughts and values for our city's future.

As Thomas Edison said, "Good fortune is what happens when opportunity meets with plannin&." This quote could have been written about the City of Andover, a community with a rich heritage in planning and guiding our future. The 2014-2023 Comprehensive Plan provided an excellent framework for elected officials, city staff members, developers, and individuals to plan, work, and build over the last decade. Many of the "Big" visionary goals were accomplished, including:

- Opening a large outdoor entertainment venue/amphitheater,
- Burying power lines on Andover Road from 13th Street, south to US 54,
- Building Yorktown Parkway from US 54 north to Central Avenue, and
- Approving the creation of a 110-acre multi-use development along US 54 between Yorktown and Andover Road.

Where the last comprehensive plan leaves off is where the next comprehensive plan begins. And that plan begins now...

What is a comprehensive plan and why should it matter to me?

A comprehensive plan is a long-range plannin& document that guides the city's future growth and development, its priorities, and its services. It is a road map that helps us visualize where we want to go as a city and how we get there. Your input in the comprehensive planning process is essential in determining the destination - the vi ion - for the City of Andover.

What am I being asked to do?

We are asking for insight via this public survey on several topics that will help shape the new comprehensive plan. This survey should take less than 15 minutes to complete. Thank you for your time and insight.

It is with great honor and anticipation that I ask you to be a part of our city's next chapter by providing your insight for the City of Andover 2024-2033 Comprehensive Plan. Will you please help us "Activate Andover?"

Jenni

Jennifer McCausland
City Administrator
City of Andover, KS

Activate Andover Comprehensive Plan Survey

Activate Andover

After completion, please mail back the survey, in the paid-postage envelope provided or complete online at AndoverSurvey.org. Please contact Justin Constantino, Assistant Director of Community Development, at (316) 733-1303 with questions.

1. **Overall Perception.** Some items that may influence your perception of the City of Andover are listed below. Please rate each item using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of City Services (customer service, amenities)	5	4	3	2	1	9
2. Overall value that you receive for your City tax dollars and fees	5	4	3	2	1	9
3. Overall image of the City	5	4	3	2	1	9
4. Overall quality of life in Andover	5	4	3	2	1	9
5. Overall condition of housing in our neighborhood	5	4	3	2	1	9

2. **Community Development.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. How well the City is planning new residential development	5	4	3	2	1	9
02. How well the City is planning new commercial development	5	4	3	2	1	9
03. How well the City is planning for future growth	5	4	3	2	1	9
04. The diversity of housing options available in the City	5	4	3	2	1	9
05. Walkability in the City (sidewalk and crosswalk availability, shade trees)	5	4	3	2		9
06. Subdivision and site plan design (block length, density, building setbacks)	5	4	3	2		9
07. Placemaking characteristics in the City (streetscaping and street furniture)	5	4	3	2		9
08. Safety of our neighborhood	5	4	3	2		9
09. Diversity of shopping and retail options in the City	5	4	3	2		9
10. Diversity of dining options in the City	5	4	3	2		9
11. Accessibility of shopping, dining options from your neighborhood	5	4	3	2		9
12. Accessibility of public amenities (schools, park, library) from our neighborhood	5	4	3	2		9

3. **Which FOUR of the community development items listed in Question 2 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 2.]**

1st____ 2nd____ 3rd____ 4th____

4. **Transportation.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall flow of traffic and congestion management in the City	5	4	3	2	1	9
2. Overall street network connectivity and configuration	5	4	3	2	1	9
3. Alteration infrastructure	5	4	3	2		9
4. Safe parking in the City	5	4	3	2		9
5.	5	4	3	2		9
6. Public transportation options	5	4	3	2		9
7. Overall access between the City of Andover and neighboring communities	5	4	3	2		9

5. Which THREE of the transportation items listed in Question 4 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 4.]

1st__ 2nd__ 3rd__

6. **City Maintenance.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Maintenance of major City streets	5	4	3	2	1	9
02. Maintenance of neighborhood streets	5	4	3	2	1	9
03. Maintenance of curbs and sidewalks	5	4	3	2		9
04. Maintenance of parks	5	4	3	2		9
05. Adequate lighting	5	4	3	2		9
06. Maintenance of City Hall	5	4	3	2		9
07. Snow removal	5	4	3	2		9
08. Maintenance of streets, parks, and other public areas	5	4	3	2		9
09. Overall maintenance of other public areas	5	4	3	2		9
10. Quality and timeliness of street rebuilding	5	4	3	2		9
11. Maintenance of stormwater drainage system	5	4	3	2		9

7. Which FOUR of the city maintenance items listed in Question 6 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 6.]

1st__ 2nd__ 3rd__ 4th

8. **Code Enforcement.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Enforcing the cleanup of litter and debris	5	4	3	2	1	9
2. Enforcing the mowing and trimming of residential property	5	4	3	2		9
3. Enforcing the mowing and trimming of commercial property	5	4	3	2		9
4. Enforcing the maintenance of residential property in your neighborhood	5	4	3	2		9
5. Enforcing the maintenance of commercial property	5	4	3	2		9
6. Enforcing the maintenance of rental properties	5	4	3	2		9
7. Enforcing signage regulations	5	4	3	2		9

9. Communication. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The availability of information about City programs and services	5	4	3	2	1	9
2. The availability of information about local issues	5	4	3	2		9
3. How involved and in touch from residents	5	4	3	2		9
4. The website, andoverks.com	5	4	3	2		9
5. How Andover's website, andoverks.com, is	5	4	3	2		9
6. The content included in the monthly sewer bill newsletter	5	4	3	2		9

10. Public Safety. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 is "Very Satisfied" and 1 is "Very Dissatisfied".

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of local police protection and crime prevention	5	4	3	2	1	9
2. The way police officers handle complaints	5	4	3	2		9
3. Your overall feeling of safety in our neighborhood	5	4	3	2		9
5. Enforcement of local traffic laws	5	4	3	2		9
6. Quality of animal control	5	4	3	2		9
7. Overall quality of local fire protection and fire prevention	5	4	3	2		9
8. How quickly public safety personnel respond to emergencies	5	4	3	2		9

11. Which of the following are your PRIMARY SOURCES of information about city issues, services, and events? [Check all that apply.]

- (01) City website andoverks.com
- (06) Word of mouth/neighbors/friends
- (02) Local television/radio
- (07) City social media pages (Facebook/Twitter) @CityofAndover
- (03) City Channel 7
- (08) Facebook groups - "Andover Voice" and "Andover Chatter"
- (04) Monthly sewer bill insert
- (09) Andover Chamber of Commerce newsletter/website
- (05) The Andover Update
- (10) "Alert Andover" text alert

12. What type of information are you usually seeking through the City's communications tools? [Check all that apply.]

- (1) Calendar - dates and event information
- (5) Information about local businesses
- (2) Updates about trending City issues
- (6) Paying a fine or fee
- (3) Information about City departments, programs, and services
- (7) Registering for a class or program
- (4) Contact information for City staff or elected officials
- (8) Other: _____

DEMOCRAPHICS

13. Approximately how many years have you lived in the City of Andover? _____ years

14. Including yourself, how many persons in your household are in each of the following age groups?

Under age 5:	Ages 15-19	Ages 35-44:	Ages 65-74:
Ages 5-9:	Ages 20-24	Ages 45-54:	Ages 75+:
Ages 10-14:	Ages 25-34	Ages 55-64:	

15. Including yourself, how many persons in your household are employed in each of the following areas?

Within the City limits of Andover: _____

Outside Andover, but within Butler County: _____

Outside of Butler County, but within the Wichita metro area: _____

Outside the Wichita metro area: _____

HOW DO YOU SPEND YOUR TIME?

Please answer the following questions about where you go on WEEKDAYS and WEEKENDS.

17. On a typical **WEEKDAY**, do you generally... (1) Stay in Andover (2) Leave Andover

18. If you **stay in/come to** Andover on **WEEKDAYS**: Which types of destinations, are you most likely to visit within Andover? [Check all that apply.]

(01) Employment (06) Entertainment
 (02) Shopping (07) Friend/family place of residence
 (03) Services (08) Schools/community college
 (04) Dining/nightlife (09) Other (please explain): _____
 (05) Recreation (99) Not applicable (I leave Andover on weekdays)

19. If you **leave** Andover on **WEEKDAYS**: Which types of destinations, are you most likely to visit in **other communities**? [Check all that apply.]

(01) Employment (06) Entertainment
 (02) Shopping (07) Friend/family place of residence
 (03) Services (08) Schools/community college
 (04) Dining/nightlife (09) Other (please explain): _____
 (05) Recreation (99) Not applicable (I stay in/come to Andover on weekdays)

20. On a typical **WEEKEND**, do you generally... (1) Stay in Andover (2) Leave Andover

21. If you **stay in** Andover on **WEEKENDS**: Which types of destinations, are you most likely to visit within Andover? [Check all that apply.]

(01) Employment (06) Entertainment
 (02) Shopping (07) Friend/family place of residence
 (03) Services (08) Schools/community college
 (04) Dining/nightlife (09) Other (please explain): _____
 (05) Recreation (99) Not applicable (I leave Andover on weekends)

22. If you **leave** Andover on **WEEKENDS**: Which types of destinations, are you most likely to visit in **other communities**? [Check all that apply.]

(01) Employment (06) Entertainment
 (02) Shopping (07) Friend/family place of residence
 (03) Services (08) Schools/community college
 (04) Dining/nightlife (09) Other (please explain): _____
 (05) Recreation (99) Not applicable (I stay in/come to Andover on weekends)

WHAT DOES ANDOVER NEED?

The comprehensive plan will be used to guide Andover over the next 10 to 20 years. Andover's population has grown by 26% over the last 10 years. With that in mind, please answer the following questions about Andover's future needs.

23. Where should Andover focus new growth?

24. Where should Andover focus on revitalization/infill?

25. What would you most like to see for the future of Andover? [Select up to 3 responses.]

(1) Expanded/protected culture
 (2) Expanded economic development and business culture
 (3) Expanded entertainment/nightlife
 (4) Expanded/diversified housing options
 (5) Expanded/protected outdoor recreation and environment
 (6) Increased number of distinct destinations
 (7) Expanded/protected design and appearance
 (8) Other (please explain): _____

26. Which housing-type developments are most needed and appropriate in Andover? [Select up to 3 responses.]

(1) **Single-family homes:** Standalone housing structure intended for one family/household
 (2) **Townhomes/duplexes:** Multi-floor homes that share one to two walls with adjacent properties but have their own entrances
 (3) **Apartments:** Multi-story building dedicated to a mixture of studio/loft, 1-, 2-, and/or 3-bedroom units (vary in size)
 (4) **Mixed use developments:** With retail/office/dining on the bottom floor and residential above
 (5) **Accessory dwelling units** Small units in the backyard or above a garage designed for multigenerational households
 (6) **Other** (please explain): _____

27. Of the following choices, what are the top three opportunities for Andover? [Select up to 3 responses.]

(01) Increasing public safety
 (02) Improving public health and nutrition
 (03) Revitalizing downtown
 (04) Creating community-oriented spaces
 (05) Developing destinations for local and regional tourism
 (06) Creating an environment that is attractive for prospective businesses
 (07) Diversifying development and expanding mixed use areas
 (08) Diversifying the types of housing options in the city
 (09) Improving programming and resources for children and young adults
 (10) Improving programming and resources for seniors and older adults
 (11) Increasing mobility and transportation resources in the city

28. When considering Andover's future over the next 10 to 20 years, what are critical issues facing the city?

29. What is one thing about Andover that you like the most? What is one thing that you like the least?

30. What have we missed? What do you want to see for the future of Andover? What should we be thinking about as we plan for the future of our community?

31. **Thank you for your thoughtful responses! Please stay engaged in the Activate Andover Comprehensive Plan planning process by providing your email address below. You will be updated on public input opportunities, public meetings, and plan progress. Learn more about the project at activateandover.com.**

Email address _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Q23. Where should Andover focus new growth?

- 13th Street Park.
- 21st and Andover Rd
- 21st between 159 & Andover rd
- 21st on Andover Road to 153rd 400 from 153rd to Prairie Creek
- 21st side. Neighborhood marketplace type store.
- 21st/13th and Andover road
- A 3rd high school. Attracting another daycare center for birth-pre-school aged kids for working parents. Attracting a Chick-Fil-A.
- add turnpike entrance at 13th st
- Adding fine dining. Add movie theaters, community pool, splash pads. Outside food trucks with local musicians, not everyone can afford the new amphitheater.
- additional: Grocery and health food stores, additional- sit down dining for families (McAllister Deli)
- affordable housing
- Affordable housing and apartments.
- Affordable housing i.e. the 200k range not 50k not 500k.
- affordable rent to bring in more dining options (not fast food)- sit down restaurants
- Along 54
- Along central and north Andover rd
- along Kellogg
- Although it feels like we could use more shopping and dining options, there are plenty of options close by. Additionally, commercial growth without adding appropriate infrastructure beforehand, hurts the ability to traverse the city (much like what has occurred in Derby). If any significant growth is planned, the focus has to be on ensuring our roads are built up first (more lanes, turn lanes, right turn only lanes, smarter traffic signals, etc.).
- Amenities on the North end grocery shopping. Making sure we're not hurting the quality education.
- An outdoor skateboard park. There are skateparks in surrounding cities and this would be fabulous for our kids! We've been to some in other areas and we know Andover can make this happen for our kids!!
- Andover lacks activities for all the children that families bring here for the schools. We need a municipal pool, a skating rink and bowling alley type activities for kids.
- Andover needs improved retail/ food businesses. Residents must leave for almost all shopping
- Andover promotes itself as great place to live and raise a family. Andover is considered to be a well off community and so are its residents. Well it sure doesn't look that **way**.
- Andover Road- Main Street Projects
- Andover should lay out more of a foundation for smaller businesses, they are more trustworthy, reliable, and quality compared to commercial options. Plus, they can really help grow Andover as a whole.
- Anything that will reduce or limit tax increase on homeowners.
- Anywhere

- Around 13th street park.
- As a community resource I think it would be a good idea to have an AA hall.
- At least one new sit down restaurant, one new fast food restaurant, connecting south and North Andover.
- Attract new business and restaurants along the central corridor
- Attract people to the city and increase property values.
- Attracting businesses and jobs.
- Attracting businesses to locate in Andover
- Attracting companies who provide realistic, living wage, job opportunities. Attracting new retail and dining to keep more money spent in Andover.
- Attracting new businesses, especially restaurants.
- attracting new businesses, helping new businesses succeed
- attracting new restaurants/shopping
- BASEBALL FIELDS
- Better restaurant selection
- Better sidewalks, old neighborhood streets improvement, more grocery options Aidi's, natural grocers, kountry keyboard
- Between central and US 54/400
- Bike trail to Augusta. Community vegetable garden, maybe tie in with food bank
- Bike trails that connect the neighborhoods
- Bridge over 54 so people can walk or bike from Central Park to YMCA safely on Yorktown and to new shopping center.
- Bring in more upscale dining/shopping options. Add sidewalks to Pawnee and Andover Rd.
- Bringing in shopping, dining options for families and date nights. Beautifying the city! I want it to be a place I stay all week long and don't have to go onto Wichita but for a few select things.
- Bringing new restaurants/shops to Andover
- Build more dining options!!! More shopping and entertainment. Not banks or auto shops.
- build more homes south of Central, areas on 21st St are too full and over crowding schools on northside. Build another high school
- Build recreation areas for community members to relax. For instance kayaking, shaded kids parks, hammocks and splash pads. Invite local restaurants in downtown Wichita to open a location nearby. Plant more trees & gardens.
- Building Andover Pride, art and creativity for the family, more dining options, family friendly activities be it in the park, doing business sponsored events for the community like horse carriage riding in the wintertime, maybe doing a temporary ice skate rink, more parades to get more community engagement.
- Business - need more diversity so homes are not sole sources of tax dollars
- business and single family homes
- Business that can bring in revenue - thereby lowering property taxes.
- business/retail/restaurants, upscale housing
- Businesses
- Businesses
- businesses that draw additional people to Andover
- businesses, clean up old neighborhoods
- Businesses, restaurants, community Involvement, celebrations city wide, etc..
- Center turn lane on Andover road

- Center Turn lane on Andover Road. Safety for pedestrian crossing U S 54 on Kellogg/ Andover Rd.
- CLEANING UP NEIGHBORHOODS WHO HAVE HOMES THAT ARE NOT IN GOOD SHAPE- ESPECIALLY ON ANDOVER RD
- Commercial/ higher end multi family living
- Commercial development
- Commercial development in North Andover. Such as supermarket and dining.
- Commercial dine in restaurants, entertainment like bowling, theater, arcade. More indoor activities for kids that aren't effected by weather changes.
- Commercial growth. Stores and restaurants
- Commercial industrial. Cancel the recycling, we are forced to pay for it, yet I don't think it is actually being recycled.
- Commercial Kellogg from 159th to McCardless Rd. Commercial 21st Street/Andover Road and 159th/21st Street.
- Commercial. More shopping retail. We use the grocery and Ace here. But we'd like more shops to see. Sad the antique mall is closing.
- communications, need newspaper like information- schools, sports, etc. all in one place
- Community activities and involvement. Affordable housing.
- Creating fishing ponds for residents, pickle ball courts, bike trails, housing developments and NOT apartments, restaurants, and retail establishments.
- definitely a way to cross Kellogg on bike or foot at Andover Rd or Yorktown
- developing a central downtown area- stop building apartments
- Developing resources for young families. Improving transit options.
- Dining
- Dining
- dining & classy businesses - not auto parts store
- dining & shopping in Andover
- dining & shopping in city limits. Biking paths and running trails. City pool or rebuild Andover YMCA pool
- Dining and entertainment options
- Dining and entertainment.
- Dining and recreation options.
- dining and restaurants for families
- DINING AND SHOPPING. WE NEED AN AREA LIKE GREENWICH AND K-96
- Dining establishments, entertainment, city art
- Dining options and other grocery store options
- Dining options and retail
- Dining options- breakfast (e.g. Panera). More public spaces/activities at parks. A central downtown district (maybe a block) of shops, a single movie theater, where people can walk up and down the block, old Victorian lighting, gather on a Saturday night- make Andover a nostalgic, idyllic old-timer fixture around Wichita.
- dining options, not fast food (Panera Bread)
- Dining options, sporting complex
- Dining options. Shopping/retail.
- DINING OPTIONS-SHOPPING OPTIONS-WOU LO LOVE TO HAVE MAJOR SHOPPING OPTIONS LIKE DERBY
- Dining out and shopping options

- Dining services
- dining swimming pool
- Dining(not fast food)
- Dining, not fast food.
- dining, breweries
- Dining, entertainment - smaller version of Derby
- Dining, rec, movie
- Dining, Retail, and Services. Green space. Walkability.
- Dining, shopping local, outdoor recreation, streets, sidewalks.
- Dining/restaurants near central and Andover, Kellogg and Andover road
- dining/retail development
- Diverse restaurants
- Diversifying the population and growing the outdoor spaces.
- diversity of restaurants, gyms, massage, places, more events like Sk/races/family events. Things we have to into Wichita for
- Don't grow too much!!
- Drainage is still an issue.
- drawing businesses to help with taxes.
- East
- east along Kellogg. east on 13th, north on 21st
- East and North. Retail. Better dining.
- east area
- East of Andover road. Also more affordable housing.
- east of central park and city hall
- east of central park, east of cornerstone, north of flint hill
- Encourage dining and shopping growth.
- Entertaining and dining options. Schools how to manage growth.
- Entertainment for families. Shopping
- Entertainment, attractions
- entertainment, bowling, miniature golf, go-karts, theatre, etc. Dillons grocery
- entertainment, housing
- Expand dining opportunities and encourage more business. Also keep working on Andover's physical image. Mark the main areas of Andover look good.
- Family dining restaurants, shopping
- fix school zone on 21st
- Fix the existing roads before building more housing
- FOCUS LESS ON TAX DOLLARS FOR SCHOOLS AND MORE ON HELPING LOCAL BUSINESS SURVIVE- FOLKS LEAVING ANDOVER FOR SHOPPING
- Focus on areas that retain people within the city. Services, local restaurants, shops, and housing options that are affordable but maintain the appearance of the city.
- Focus on schools. The class sizes are horrendous in elementary school. Without raising taxes. Already too high. I know that easier said than done. But it really needs to happen
- focus on what we already have residential. New variety of restaurants, no more pizza or Mexican. Entertainment- family friendly

- Getting AT&T Optic Internet throughout, including older areas. Also, efforts to bring in more and more dining and business, which will fuel residential growth and home values. Other than that, I/we have been very encouraged with all the development in Andover. Keep it up!
- good single family homes- apartments cheapen the feel of the town.
- Grocery store on N side.
- Grow the areas around US54 / HWY 400
- Growing local business and dining. Attracting new residents.
- Have a comprehensive plan on what to build where. Not like now with a restaurant next to a tire store.
- healthier restaurant choices- we go to Wichita to eat out
- Higher end housing
- Housing/apartments
- I don't see a big need for new growth- maybe more retail on North end 21st St
- I'd like Andover to stay the same.
- In existing buildings & inner city. Revamp what we already have
- In the older rundown locations of Andover
- Infrastructure- street access to K96 & 400, internet (fiber & cable) make it easy for businesses to set up & get goods
- Instead of opening a 20th collision center, car wash, or bank, focus on things people want - dining, recreation, shopping - stop building apartments and lower cost of living housing
- It would be nice to have a few more restaurants.
- Keep most businesses on Kellogg and Andover Road. Residential wherever people can access, utilities.
- keep sidewalk grass edges trimmed, biking and walking paths, parks
- Keep small town community feel.
- Keeping Andover money in Andover. Expanded dining options from informal/fast to 1 or 2 "fine" dining establishments. Public splash pad/park
- Kellogg
- Kellogg and Andover Road so traffic on highway can see it.
- Kellogg expansion project, it would be amazing to have safer and more efficient ways to cross Kellogg. Also access roads along Kellogg so neighborhoods can safely bike and walk from north to south and east to west.
- Kellogg traffic through all the lights in Andover.
- **LARGE COMMERCIAL FOOT PRINT-RESTAURANTS AND/OR SMALL BUSINESS**
- large grocery store N ANDOVER, MORE FAMILY SIT-DOWN DINING
- lets stop, relax and give it a few yr. to gel
- Local parks
- love the new fire station. Would lie safe trails to walk/ride bikes that connects to north. More shopping/restaurants. Go to ICT/SG County for a lot of eating shopping
- Maintain existing areas first.
- maintaining a safe family environment and atmosphere for families
- maintaining similar level of new home growth, in terms of both price and size. maintaining school system for growth. Expanding park system to include more natural areas. add more dining that is not fast-food.
- **MAJOR CORRIDOR ADJACENT TO KELLOG AND SOUTH OF KELLOG**
- make it so young families can come here

- Middle income homes housing
- More affordable housing options.
- MORE BIKING TRAILS-MORE CONNECTIVITY FROM SOUTH ANDOVER TO NORTH IE CROSS KELLOG
- More commercial, employment opportunities. Dining choices. Develop more robustly in the business park. Expand housing to the east. At least 1 more north/south arterial street.
- More development on the north end of our community.
- MORE DINING AND ENTERTAINMENT;WALKING PATH
- More dining options and entertainment
- More diverse dining
- More family dining places, not fast food. More retail shopping options.
- More for kids, swimming pool and movie theater
- MORE RESTAURANTS
- more restaurants so we don't have to go to outlying areas to dine
- more restaurants that are not fast food
- More restaurants, clothing stores, UPS store, Hallmark stores. Crosswalk over US 54/400. Nice bar or tavern.
- more restaurants, competition with our one and only grocery
- More restaurants, less fast food
- More schools.
- more shopping & dining near 13th and 21st. When people from out of town come to our hospital, they need a place to stay and eat
- more shopping options
- More sit down restaurants
- More sit-down dining, not fancy.
- MORE SUB 400K HOUSING. CONTINUE TO GROW THE WALKING AND BIKING TRAILS, GREAT WORK ON CENTRAL PARK, TAKE CARE OF THE TRAIL OVERPASS ON ANDOVER ROAD OVER THE TURNPIKE BY THE NEW SCHOOL OFFICE-ITS DANGEROUS
- More things for kids or younger kids to do.
- N Andover Road
- NE of 21st and Andover Road and East on 13th St
- need Kellogg fly over at Andover rd, then a total redesign of the power tower area
- need more police enforcing speeders esp. in neighborhoods with kids playing, school zones, etc. speed bumps may be needed
- need to increase restaurants and activities to bring commerce to the city. Also, fix Kellogg from 143rd pass Andover Rd to allow easy access to the city. Make it safe to pass over Andover for both vehicles and pedestrians
- neglected "old" Andover- central to 21st.
- new business & industry need to be attracted. Our property tax levels are unsustainable for homeowners. This will be reason I leave.
- New business and dining.
- new business development
- new business to fill empty strip malls
- New businesses. Entertainment, night life to Andover Road.
- New dining options
- new dining options, Panera, McAllister's, Chipotle

- New growth for a splash park would be nice. NOT extending Yorktown Rd from Central to 13th St. We don't need that road going east of our neighborhood and definitely don't need another access point to the neighborhood, we have enough cars and fast driving going through the neighborhood as is.
- New housing, and retail
- New restaurants - not just fast food.
- new restaurants & businesses
- New restaurants. Need a variety.
- new restaurants/retail
- new small businesses (esp.restaurants) would like to keep an entrepreneurial feel in Andover
- new unique businesses- more eating and shopping options
- North
- North
- North & East. Need another north & east road from 21st to US54. Don't let a few entitled properties stop this.
- North- 21st and Andover road- south@ Harry & Andover
- North and East
- North and South 21st Pawnee
- North and West Andover road
- North Andover
- North Andover Rd.. grocery store
- north end, near 21st street area, grocery, fast food.
- north of 21st St on Andover rd thru 143rd St
- north of town or east of town
- north side
- Northeast
- Northeast
- Nowhere
- On a new elementary school, middle, and high school. My wife is a teacher and her class size is at capacity. With new homes being built the schools have become over crowded.
- On new single family homes.
- On the older part of Andover
- One or two nice chain restaurants at Andover Rd and 21st.
- Our schools and recreational activities
- outdoor activities, pickleball, etc. walking paths
- outdoor facilities- sports parks, water splash park, dining
- park development and revitalization of current shopping centers
- park, recreational activities, sit-down dining, artwork, shopping
- Parks - more shade and cover benches.
- parks south of US 54
- parks, more dining (not fast food)
- parks, paths, sidewalks, splash pools
- pave the dirt roads within the city limits. Andover is not a rural backwater town. we have dirt roads in the heart of the city
- Paving dirt roads inside city.
- Places of recreation to spend family time.

- Planting more trees for shade but not at intersections.
- pretty happy with present size
- public swimming pool, good American restaurant, movie theatre, bowling alley
- Public transport option to Wichita. Bike paths to Andover, to safely bike to grocery stores, etc.
- public transportation
- Public/Private family activities (pool, splash pads, parks, etc.). Restaurants.
- rebuilding US 54-400 Needs to be 2x as large
- Reconstruct YMCA, restaurants
- Redeveloping some of the older/unused strip malls with dining options other than fast food.
- Residential growth within Andover central district. Single family homes
- Restaurant diversity, sit down. No more fast food.
- Restaurants
- Restaurants
- restaurants & retail to keep dollars in Andover. Try to attract local shops vs box store chains
- restaurants- not fast food
- Restaurants within Andover
- Restaurants, beautifying the city
- retail & restaurants
- Retail and food establishments
- Retail and restaurant development. Particularly locally owned places.
- retail businesses & restaurants
- Retail. Dining. Manufacturing.
- Revitalizing center of town (commercial tenants, improve failing parking infrastructure, etc.). Kellogg corridor, 21st street and Andover Rd., 13th street West of 159th, Central East of City Park.
- Revitalizing older areas.
- safety cross 54/400/Kellogg on foot or bike
- School system and residential housing
- School systems - with the increase in east Wichita residents within Andover school district
- SE corner of Kellogg & Andover rd, abandoned gas station that has been sitting vacant since we moved here 5 yrs. ago
- Seems like the North side of Andover gets neglected. The city has always focused on Andover Central area and the park.
- Services. No more auto body, pizza, nail salons, schools. Please no more fast food either.
- Shopping
- shopping area by salon blu
- Shopping, dining
- Shopping, dining
- shopping, dining, entertainment
- Shopping, entertainment, new restaurants (not chains), nightlife
- Shopping, retail, and dining.
- shopping/dining area, currently 3 miles of almost nothing
- Single family homes and commercial businesses.
- Single family homes and retail stores.
- single family homes-enough with the rest already. bring in great quality restaurants
- single family housing which is affordable. No apartment complexes

- Sit Down Dining
- Sit down restaurants and enough of the banks car parts stores or hair salons. And stop with the apartments
- Slow down growth
- small businesses- activities for youth/teens (including jobs and transportation for youth)
- smart stop lights, Andover road congestion, 54 hwy cross, bike path to Augusta
- South
- South and East
- South of Harry Street and along Andover Road.
- South of Hwy 54
- South of Kellogg
- South of Kellogg
- South of Kellogg - more services near the Harry/Pawnee mile of Andover Road. Also along 21st street from Andover Rd to 159th.
- South of Kellogg and Andover Rd
- south off Kellogg/400
- South side
- Splash pad.
- Splash pads, another high school possibly? More big businesses like Vornado
- splash park
- Stop with the low income housing
- Target, Chick-Fil-A, etc. More shopping & restaurants. More parks in South Andover
- Taxes
- Technology business development, public spaces/recreation
- Technology infrastructure, internet options such as fiberoptic.
- The comprehensive study done in 2010ish identified that most people leave Andover each weekend to attend youth sporting activities, for example. Thankfully the YMCA added the Farha center, but we still lose a considerable amount of people on weekends. The Amphitheater is a nice addition but does not address the weekly needs and issues impacting the business community. The city of Andover is positioned with US54 and 96, with ample development opportunities to sustain an impactful commercial presence in the region. The tax potential from a thriving commercial segment would allow for many more amenities needed to get the snowball rolling.
- There is no area focus South of Kellogg nothing mentioned Pawnee/ Harry area
- there is no real downtown-hometown feel to it. not many options for shopping & dining
- There seems to be a lot of empty commercial buildings in Andover. I'd love to see more businesses in Andover. Perhaps incentives for business owners like myself to choose Andover for their business?
- the schools if you are going to continue to add apartment complexes.
- to the east along hwy# 54, north of Andover road
- using 54/400 more businesses
- variety of housing option in varying price ranges. Variety of shopping and dining options to keep residents in town nights and weekends.
- variety of dining and services
- Walk/bike ability, better restaurants & shopping

- Walkability to playgrounds and increased dining options S of 400, need a breakfast restaurant. "Healthier fast food options" such as chipotle, Smoothie King, Panera
- Walkability, outdoor recreation, running trail.
- We have enough banks. Offer a laundromat. Public bussing transportation to Wichita, Derby, and back. Develop a safe walkway across Andover Road and Kellogg that is handicap friendly with ramps
- We need better and safer bike paths all throughout the city. A bike lane on the roads would be ideal. A way to cross Kellogg with a bike safely. Work with Augusta on finishing the rail bed trail (please do not pave it) and work with residents along the trail and enforce that they keep their pets in a fence. At the end of the trail there are some pit bulls that get out and I never go down there anymore.
- WE SHOULD ENHANCE, STRENGTHEN AND MAINTAIN WHAT WE HAVE AND GROWTH WILL OCCUR. WE DO NOT NEED TO CONTINUE TO BUILD AND SPEND
- where ever they can
- Would love to see people come here for shopping and dining, not just to put their kids in a good school.
- Youth sports and activities

Q24. Where should Andover focus on revitalization/infill?

- 13th street
- 159-Andover Td between central and 13th
- 21st
- 21st & 13th & Andover rd, Andover & Kellogg
- 21st and Andover Rd
- 21st and Andover Rd
- 21st and Andover Road area needs shopping and dining options
- 21st street and 159th
- A city lake
- a pool at the city park only for Andover residents
- A safe way to cross Kellogg's by bike/foot for those that can't drive or don't want to drive.
- Again the parks are great, but could use more for them. Would be great for possible snack options in the park.
- All along Andover Road.
- all vacant buildings should be filled before building new
- allow upscale restaurants since most Andover residents visit Wichita
- Along Andover rd, move north
- Along Andover Road
- already exists, buildings & homes on Andover rd
- Andover and Central Area
- Andover food between Kellogg and Central. The trailer park is a bad look for Andover
- Andover rd & central
- Andover Rd and Central
- ANDOVER RD HOMES THAT ARE NOT IN GOOD SHAPE
- Andover rd north of central, Hwy 54 east of Andover rd. public swimming pool, recreation
- Andover Road & Central
- Andover Road
- Andover Road
- Andover Road
- Andover Road
- Andover Road - make sure homes/businesses kept up
- Andover Road & US 54
- Andover road beautification
- Andover road from Kellogg north
- Andover Road from Kellogg to 21st. Take care of all the grass.
- Andover road homes/shopping centers
- Andover Road is not the most attractive place. It seems like a random mix of residential and shopping, and not all the shopping looks the nicest or isn't used, and the houses along Andover Road is not kept up well.
- Andover Road Kellogg to central
- Andover Road near central.
- Andover road north of central
- Andover Road North of Kellogg
- Andover Road. Many homes are an eyesore from 13th to Kellogg.

- Andover should not because of the dirt roads all over town.
- Areas between Central and 13th street
- areas hit by the tornado. Main St
- As we grow to the north, south and east, have a plan to maintain and improve 159th and Andover Rd. Too many empty buildings and store fronts.
- balance between growth and keeping the core active and well.
- Basic traffic flow infrastructure
- Better, newer shopping areas.
- Better use of existing structures that need updating.
- between Andover and Terradyne, central to 13th
- Biking/walking path on Harry. Safety across 54 and then up Andover Road.
- business, housing affected by 2022 tornado
- Businesses in old shopping centers need better visibility.
- central
- central & Andover rd and the older areas surrounding it
- Central & Andover rd revitalization
- central , Andover Rd to 21st
- Central and Andover North. New shopping centers.
- Central Andover
- Central area
- Central of Andover - get rid of that gas station.
- Central Park and bringing in more entertainment to CapFed amphitheater.
- City Urban planner and beautification design company.
- Completely remodel and upgrade the 13th Street Park.
- Continue to improve our schools.
- Create bowling, skating, activities for young kids and teens. Dining options including breakfast.
- Creating a better city center space.
- Develop community and not just bedroom city
- Development and/or expand business park. Assist existing businesses to succeed and grow. Insure that infrastructure is improved and stays up with the City growth.
- Dining and entertainment.
- Dining options
- Dining, revitalize with prettier walkways, paths, artwork of Andover strong flag or something on buildings - offer contests on parade builds, community murals, etc.
- Downtown
- Downtown around Kellogg and Andover Road. Plus north on Andover Road and 21st street.
- drug problems, esp. in apartment complexes in the city
- east area
- Empty properties and vacant buildings. They make our city look "rundown".
- Encourage growth of existing business
- Entertainment, retail, dining, parks/splash pad
- Existing parks.
- expanding east, revitalize older neighborhoods between central and 13th
- Filling empty shopping centers
- Finish projects started.
- Fix Central Park. Promote local places to fish.

- Fix light at Douglas. It is the most frustrating thing in Andover. Fix the roads and ditches in the older parts of Andover. Put a dedicated right lane at Kellogg and Andover turning right to go into Wichita
- Fixing streets. Phillip St North is terrible.
- focus on the revitalization of Andover Rd.
- Get a night life started and better food, fine dining
- Get the Y back as fast as possible, (it affects so many in the community). When Kellogg gets finished to Andover, what will make travelers stop in Andover so they don't have to stop in Wichita?
- Get the YMCA rebuilt
- green neighborhood
- Grocery store on N side.
- Hardware and construction services
- Highway 54 and Yorktown
- I don't see where older neighborhoods get help in revitalization
- I live off Prairie Creek Road, it is in desperate need of repairs including the bridge that crosses the turnpike.
- I would like to see the amphitheater utilized significantly more.
- Image!
- Improve older neighborhoods. Power lines should be buried on Andover Road South of Kellogg/54 to Harvey Street.
- Improve parks.
- improve the dirt roads and try to fill the empty strip malls
- Improving ALL areas of the city to the same minimum infrastructure: buried water drainage, paved and curbed streets and a minimum number of street lights across ALL neighborhoods.
- in the city
- In the older neighborhoods of the city. Why does Andover have unpaved streets in our older areas???
- In the older rundown locations of Andover
- Keep the course on current projects and get the Y fixed ASAP
- Kellogg Corridor, north of 21st st
- Less high density housing.
- Less mass rental buildings
- Local recreation like the new Andover rec center
- Look at the drainage system along Andover Road. When it rains the right lane on the east side of the road floods.
- Low income housing
- lower housing costs
- Lower taxes
- "Main" street/Andover Road revitalization, center turning lane, signs, banners, lighting, potted plants, actual restaurants (the few we have are GREAT!) & SHOPPING!!!
- Main street more parking spaces/Andover Road
- Making public transportation more accessible/available, and opening more opportunities for commuting without the need of a car. You essentially need a car to get anywhere in this town, which is why almost every teenager has some sort of driving permit to get from one place to

another, they need it. It would be much more convenient/clean if Andover was a balanced for pedestrians.

- Mecca Acres
- Mike 10th Main area between 13th and Cottonwood school. Eastern Abolition.
- Mobile home park
- More bike infrastructure. More restaurants, more shopping.
- More outdoor recreation options other than the YMCA
- more restaurants and shopping/grocery on North side
- movie theatre, bowling alley, dave & busters
- N Andover 21st St going east/west
- need divider on Andover st to keep people from crossing double yellow line and stacking up traffic
- need groceries on 21st
- Neighborhood streets
- Neighborhood streets are terrible.
- No more fast food. Real restaurants.
- North Andover has nothing but schools and Caseys.
- North Andover rd- 21st to Andover rd
- North of central
- North of Central, East on Kellogg
- North side
- Northern part of the city between 159th and Andover Rd.
- Northwest part of city
- Obviously bring back areas damaged by tornadoes asap.
- Old Andover area, housing along E Central
- Old city streets add sidewalks/drainage
- old main street area
- Old shopping center where dollar tree is.
- old town Andover, South of 13th and west of Andover rd
- older areas need a boost, reduce their taxes. incentives to improve property
- Older neighbor hoods that still have dirt roads with all the other richly parts around us while we are pelted with dirt.
- older neighborhoods
- Older neighborhoods and downtown
- older neighborhoods, we feel excluded from all the upgrades, our streets need maintenance
- older neighborhoods. Andover road- north of central
- On the rundown areas where possible.
- on US 400 east of Yorktown Rd
- Parks
- PARKS AND OUTDOOR VENUES-MAINTAIN WHAT WE HAVE, RECENT ENHANCEMENT HAS BEEN APPRECIATED
- Parks for family safety.
- pave dirt roads, outdoor singing or band groups from local schools. Christmas lights in park (donations)
- Pave streets that are not paved and rebuild the YMCA
- Paving unpaved roads.

- Paving unpaved streets in neighborhoods w/rain guttering.
- play parks, more kids books and activities at library
- Please re-do the ugly shopping center Andover square it needs major work for street appeal
- PLEASE REVITALIZE THE EMPTY RETAIL SPACES/STRIPS ON ANDOVER RD. IT IS THE HEART OF THE CITY-SHOULD BE PRIORITY OVER CONSIDERING IRB'S FOR NEW OUT OF TOWN/STATE COMPANIES TO PROFIT FROM
- Prairie Creek Rd and bridge over the turnpike
- Properties along Andover Road, north of Central. Somewhere that could be considered a "town square", possibly expanding Central Park to include more farmer's market, family activities, retail, dining.
- public pool, restaurant
- put up better holiday signs on poles for the city. revamp empty strip malls (fill up before building new ones)
- QT at 21st and Andover Rd. Shopping along 21st and Kellogg. Please do something with closed gas station at Kellogg & Andover.
- Rebuild **YMCA**. Rebuilding schools.
- Recreation/updating.
- refreshing older neighborhoods. Expanding the recreation dept offerings
- Relocate the mobile home park on Main Street.
- remove the "Primo" gas station at Andover & 54, it looks horrible
- RENTALS NORTH OF 13TH, MARTIN AND WHEATLAND ZONES--THERE ARE NO APARTMENTS AND ALMOST NO TOWNHOMES/DU PLEXES IN THE MARTIN AND WHEATLAND ELEM SCHOOL ZONES. DIVORCED PARENTS IN THESE ZONES HAVE TO CHANGE SCHOOL ZONES IF THEY CANT AFFORD TO BUY A HOUSE AFTER DIVORCE, FOR EXAMPLE. MY SITUATION AND I KNOW OF AT LEAST TWO OTHER MOMS IN SAME SITUATION
- Replace trees in parks that the tornado took out.
- Restaurants. Sit down restaurants and access to them.
- Retail
- Retail shopping
- Revitalization
- Revitalization for neighborhood pathways, older neighborhoods, and areas of gathering or recreation that are accessible to all and retain people within the city.
- revitalize existing buildings rather than new construction
- Revitalize schools. After school programs, kids.
- revitalize trailer parks
- Rundown shopping centers.
- Safe crossing of Hwy 54
- safe sidewalks for bikers
- SE Near YMCA
- Seems like wasted space by Wendy's Dollar Tree and OMV areas
- Shopping area at 21st and Andover road on the north west corner
- shopping area at central & Andover rd
- shopping centers
- Shopping/dining area at **NW** corner of Andover Rd and 3rd Street.
- shuttered retail stores
- Small businesses

- Smaller homes, elderly, programs to help with owner maintenance, fair market rent and home ownership
- Some existing housing areas need attention
- Some of the residential streets need some help. There are some run down buildings right along Andover Rd.
- Some run down residences/sub divisions should be bulldozed.
- Some type of entertainment Senior center bingo night something
- Some type of grocery shopping north of 13th
- South side
- Sr Programming
- Stop ugly designs.
- Street improvements in older neighborhoods.
- Street upgrades to the older neighborhoods to include paving.
- Streets and drainage on the older parts of town.
- streets in older neighborhoods, sidewalks widening, adding street lights/ repairing blue led ones
- Strip malls look old and dingy
- Taxes
- the 2 shopping centers at/around central and Andover road (NE&SW corners) rebuilding dog park and central park
- the Andover rd and central area
- The area around Andover road and central
- The area **NW** of Central and Andover Rd.
- **THE BUSINESS AREAS ON ANDOVER RD**
- The city should focus on replacing many of its old, neglected and decrepit roads in some of the older neighborhoods. It's frustrating having cars nearly bottom out in dips and holes right here in the middle of the city.
- The corner gas stations over of businesses
- The Main Street- Andover road.
- The old shopping area behind Wendy's.
- The older neighborhoods east of Andover road; curbs sidewalk street drainage.
- The older neighborhoods need more enforcement with yard trash and our signs need to be checked because they are grown over
- The recreation dept. The baseball fields need to be fixed to drain better & staff to handle taking care of them.
- The run down strip malls with no businesses in them.
- the Tornado affected areas.
- The trailer park
- The unused outlet mall stores
- There are residences and businesses along Andover Road north of 400/Kellogg that are deteriorating and unsightly. If there was any way to force clean-up, improvements or demolition, this would be beneficial to the appeal of Andover and attracting more people to want to live there. Andover Rd is a main thoroughfare through the city, which makes it a top 1st-impression stretch. Also, as noted: We moved into an older home right on Andover Rd near Douglas & Andover Rd. I was VERY surprised that along the main thoroughfare, and with all the nearby businesses that Fiber Optic is NOT available AND there are still so many utilities above

ground! In fact recently, our area lost power because a bird got grounded on an above ground transformer and actually set the transformer on fire!

- TRY TO GET SOMEONE TO REVAMP SOUTH OF KELLOG, WEST OF ANDOVER RD
- Ugly shopping center on Central and Andover road. And offer more upscale services, natural foods, yoga, wellness center, etc.
- Update existing shopping centers
- updating existing businesses along US#54 or along Andover Road
- Utilizing/re purposing existing buildings
- walking paths, putting in pedestrian signs notifying traffic to slow down on Andover Rd
- we need better hiking trails in the area
- we still have neighborhoods off central that do not have paved roads
- Widen Harry from Andover Rd to 159th, add shoulders and sidewalks and more street lights west of Heather Lake to 159th
- With the US54 project ready to begin, a focus should be on how to create a commercial hub/stop to leverage the increased accessibility and the 120 seconds it will take for vehicles to go through Andover. Building on the perceptions of Andover's security, schools, and future with the Heritage development will be essential to create an interest for the short drive to visit. Providing a reason to return or move will continue to increase the value of Andover's property and grow the opportunities and attractiveness for Andover.
- work on filling up all the empty spaces retail strip malls
- YMCA

Q28. When considering Andover's future over the next 10 to 20 years, what are critical issues facing the city?

- 54/400 Traffic
- A plan
- a single main North/South road that is outdated (e.g. on no turn lanes all along most of Andover, road outdated when it was constructed)
- A wide central corridor
- Access to cross Kellogg on foot/bike. Andover Road traffic and speed. More dining.
- addition of public facilities to bring outside revenue. Sporting tournaments, dining options, shopping. What will make Andover a destination?
- additional schools for the growth of housing, which leads to shortage of teachers. Recruitment for schools
- Affordable housing and street maintenance.
- affordable housing, dining options, stores and businesses, public transport
- Affordable housing. Public safety. Keeping schools strong, supported.
- Affordable senior living options, more restaurants
- Alcoholism is a big part of AA but there's also a problem with methamphetamines. And an AA meeting can be just as effective as an NA meeting I'd like to see Andover have their own AA Hall that has a meeting at least every day.
- Alternate revenue streams beyond property taxes; need to be more than just a place that people live for the good schools.
- An infrastructure not prepared for the rate of growth. Let where I'm from (Bentonville, AR) be an example of what not to do.
- Andover has always been a collection of houses without a real community feeling. I think the lack of a "downtown" is partly to blame for this.
- Andover is going to run into Wichita. They need to decide which directions they want to spread out.
- Andover road is difficult to navigate. Development along the road is a mess and poorly managed by previous city "leaders". It needs to be redesigned. We also need businesses and restaurants here that keep people in Andover rather than driving to Wichita.
- Andover school system growth: after school options, transportation options, diverse culture options, crime prevention options
- Andover/Kellogg interchange
- are we only a bedroom community to Wichita or are we something else?
- As it grows the task to maintain all the small town feel and our quality of education and safety.
- attempting to maintain diversity among the citizens
- attraction of businesses to support needs
- Attracting and retaining young families.
- attracting businesses, maintaining schools in positive light
- Attracting more commercial business and dining opportunities. Keeping services and infrastructure on pace with city growth. More opportunities to keep young adults from moving away to other communities. Lobby the state to do something about the unfair taxes that citizens of Butler pay for the Junior college that more students attend from out of the County than are citizens of the County. This is a major detriment to growth of Andover.. Andover city taxes are not excessive, but the school district, County and the JuCo taxes hurt Andover.

- Attracting new businesses without sacrificing community safety and attractiveness
- Available/affordable housing for families and retirees.
- Becoming a total bedroom community instead of being a stand-alone community
- Being proactive to maintain the culture of the community. As people move into, it's important they fit the expectations rather than change the expectations. I also think giving and providing reasons for people to spend their money in Andover is big.
- bring new business
- Building inclusive community. Stay in Andover for recreation, shopping.
- Business Development, Dining options, Making Andover feel like a community- trying to structure the city to feel more like a community - as of now, feels all broken up with US-54 and the Turnpike cutting through the city.
- Business growth
- BUSINESS WILL CLOSE OR LEAVE OF CITY DOESNT FOCUS ON BRINGING PEOPLE IN TO TOWN
- Business/retail growth.
- Center turning lane throughout the entirety of Andover Road, planters and esthetic lighting throughout Andover Road (Main Street beautification/putting a STAMP on ANDOVER!), more dining and shopping options
- city should not get too big
- city swimming pool
- Cleaning the ditches in south ginkgo lane, we have been asking Andover to clean ditches for flooding problems for 40 years and the excuse is we have no money in budget. You don't take care of existing problems.
- Cleaning up the old houses and buildings along Andover road. Getting rid of the trailer park on Andover road. More entertainment and businesses. More bike infrastructure.
- Commercial development
- Competitive shopping that attracts residents to shop here. No going to other nearby towns.
- competitive taxation rate
- condition of streets, attracting more business (retail, food, manufacturing)
- cont. growth, housing development and retail growth
- Cost and infrastructure.
- Cost of living and taxes too great for many families.
- Cost of living expenses. Sports options are not competitive. Maintaining school teacher/student ratio.
- cost of living getting too high
- create a safe way to cross Kellogg and address storm water issues. Also, pave the dirt roads
- Creating a real city instead of a bedroom community through positive business and services development within the city.
- Creating an inclusive environment for ALL Andover families and continually encouraging "community togetherness." Having lived here almost my entire life, I long for the small-town feel of what Andover used to be. I'd love to get that feeling back while continuing to see Andover expand and grow.
- Creating opportunities for residents to shop and dine in the city limits.
- Crime and growth
- Crime rate will increase with additional housing. Need more police officers.
- Crime, and business attractions
- crime, junk laying around homes, expansion capabilities

- Crime, must enforce laws according to the constitution, not willy nilly for peoples feelings
- crime/population increase of lower cost housing. Stop giving tax money to developers. Focus on positive businesses
- Deterioration of neighborhood and city appearance standouts. Hold residents and businesses accountable. High standard of community appearance.
- Developing attractions. Maintain good schools and clean atmosphere.
- dining most. No flyover at 159 & Kellogg. we like the intersection the way it is. They are suppose to start next year, please stop it
- Dining service costs, water, trash, etc.
- diversity
- Diversity in entertainment, outdoor sports for adults, bike clubs, pickleball, etc.
- Diversity of amenities for the entire city. Cleanliness and home town feeling. least is ignoring the 21st side of town.
- Diversity/Equity and inclusion.
- Do not become a bedroom community for Wichita.
- Do we want to be the place everyone leaves or do we want to be Overland Park (or at least open to receiving business and opportunities)? The more business we attract the easier it will be to enforce standards for appearance and other areas of need. There are no metal buildings with facade at New Market Square. Increased commercial tax would allow for more incentives to bring everything along the major roads up to an acceptable level of appearance and functionality. Maintaining our focus on civic resources will be critical, to many examples in large cities of the effects of reduced police and services. Working comprehensively with other community partners to have a shared direction and purpose rather than silos of interest.
- Downtown/main street area - a distinct, accessible area with shopping, dining, night life. Maybe like a Delano type area.
- Education
- Elected officials need to realize that growth is not always a positive, greed. Schools need to be considered first.
- enforcing traffic laws, too many texting & driving, too many teens and others speeding in neighborhoods
- Ensure the traffic flow can keep up with increased population. Also need affordable housing and affordable rent for business owners.
- Ensuring road infrastructure is prepared for further development first
- Entertainment
- expand recreation options
- Expanding "things to do"
- expanding diversity and opportunities
- expanding in an organized manner with a long term plan
- expansion of 54/400 (under Andover rd)
- FACING THE CITIZENS THAT PAY THE BILLS-EXPENSE TO MAINTAIN THE EXTRACURRICULAR SCHOOL FACILITIES. I SUPPORT EDUCATION AND HIGHER PAY FOR TEACHERS BUT BELIEVE TOO MUCH EMPHASIS IS PUT ON SPORTS. IT IS IMPORTANT BUT WITHIN REASON
- family friendly with parks and recreation paths. Keeping retail/entertainment local.
- family oriented activities, dining options, maintaining parks, greenspaces
- food choices, places to eat
- Food/shopping (no chains, smaller business)

- General clean up and street maintenance.
- Giant apartments, dense populace
- give it a small town feel with downtown square and more healthy restaurants
- GROCERY SHOPPING IN NORTH ANDOVER
- grocery store and another high school on northside. Clean up fronts of businesses to a more modern appeal
- Growth
- Growth
- Growth (residential & business) outpacing the infrastructure to support it. Making sure residential homes maintain their appearance and repair on the exterior (structures, yards, landscaping). EDUCATING PEOPLE THAT WOOD FENCES REQUIRE MAINTAIN ENCE! HARDLY ANYONE POWERWASHES AND SEALS/STAINS THEIR FENCES, AS THEY SHOULD. AS A RESULT, MOST FENCES IN ANDOVER ARE FADED, IN BAD REPAIR AND LOOK HORRIBLE. It's partly laziness, but I've discovered, most people simply don't understand that this is part of having a wood fence, both to protect the investment for themselves and to keep all our neighborhoods looking great!
- Growth and losing small town reputation, improving diversity and inclusion, fair market rent options
- growth in retail
- Growth is happening, but Andover needs to keep working on its image and attracting businesses.
- Growth keeping pace with the infrastructure.
- have a well thought-out expansion plan
- having a unique culture/identity from Wichita. Childcare infrastructure
- High property tax
- High taxes
- High taxes
- High taxes - Wichita isn't that far away. They have lower taxes so just go shop there.
- houses to expensive for young families and tax rate that stifles growth
- Housing - enough to cover the growing community
- housing costs
- Housing diversity (houses near the outer side of the city all look the exact same). Public transportation accessibility. And most importantly the growth of more businesses (preferably smaller ones).
- Housing options and more retail stores
- Housing, detail choices, entertainment choices
- I am surprised that the level of growth is continuing with the high tax rate. As a family who's youngest just graduated from high school, we have considered moving from the community due to taxes.
- I think we have a lot of money in Andover but it's all being spent in Wichita. We need to attract business like restaurants/ shopping and beautify the city. This will allow for the money to stay in Andover and continue to help support itself. I think that large sidewalks and lighting would make me feel safer to walk to run errands as much as I could versus drive. My younger brother lived with us for a while and decided to move into Wichita largely because he had epilepsy and was unable to drive and public transportation hours made it difficult for him to get to work on time.
- If you decide to increase the diversity of housing (more apartments, low income options) that will decrease the safety in our community.

- Impact of US 400 (US54 Kellogg) expanding to 6 lanes
- Including all residents in the decision making processes. Insuring fairness in taxation processes to at for improvements in future years.
- Incoming attendance in our schools from students outside our district.
- increase business park occupancy, improve Red Bud trail as a destination with stops/coffee shops, food trucks, etc.
- increase downtown business
- Increased population and developing is causing huge increase in traffic problems.
- Increased traffic congestion with extension of Kellogg expressway.
- Increased traffic/flow. Losing business to Wichita
- infrastructure to keep up with growth
- infrastructure to small for growth
- It needs a facelift and things to do
- Its too yuppified
- keep crime to a minimum. Keep older residents engaged in recreation. Keep schools safe
- Keep making the city safe, clean, and quiet
- keep our schools small (classroom size)
- Keep schools good and keep streets in good condition.
- Keep the schools great cause that is the attraction to Andover.
- Keeping a balance between businesses and residential areas. Mindful of both needs. Quality education for all ages.
- Keeping a small town feel (translation, safe and walkable) with explodes growth. Food dessert on North side. Older developments such as green valley and crescent lakes aging poorly.
- keeping Andover a safe community
- KEEPING ANDOVER WITH THE SMALL TOWN VIBE. SAFE CULTURE FOR KIDS TO PLAY IN THEIR YARDS. DONT BECOME MAIZE
- Keeping our Schools in top shape. including test scoring and community cooperation.
- Keeping the culture we currently have. Small town, well off, but not too big.
- Keeping the education a top priority and the city safe as we grow.
- keeping woke policies out of our city and preserving Andover's small town charm
- Kellogg and the business district
- Kellogg between 143rd and east of Andover Rd.
- Kellogg Expansion - Extension of Construction. City services.
- Kellogg expansion. Upkeep of the mobile home area. Traffic pulling out Crescent Lakes.
- lack dining/shopping
- Lack of development density. Lack of walkability. Trapped as bedroom community.
- Lack of diversity
- Lack of diversity, transportation and entertainment for children of all ages.
- Lack of good dinning/ outdoor rec lack of anything South of Kellogg
- lack of north/south roads. open prairie creek from 21st to hwy 54 still like small town feel, poor street maintenance on secondary and residential streets need a vibrant community center much closer to center of town
- Lack of services of the population.
- lack of sit down dining. Expansion of hwy 54 thru Andover. Expansion of South Andover to keep up with north
- leadership or lack thereof! identity/image, cost of living in Andover

- Leaving Andover because if the Apartment buildings destroying our home values and the crime they bring
- letting gov't get too big. Keep Andover conservative and follow the constitution
- limit multi family housing to appropriate areas and only as needed. Pass a more restrictive fireworks ordinance before a tragedy occurs
- Limiting housing growth to single family residence to maintain property tax values and high standard of schools.
- local shopping/dining
- Local transportation
- Losing the small town feel and charm.
- Lowered educational standards and opportunities.
- maintain growth without Andover becoming over-commercialized. If not done nicely, in 25 yrs. these areas will be left for other "new" developers and will leave ugliness behind
- Maintain small community feel but still grow commercially
- Maintaining city as a popular place to live because of outstanding schools, city attention to repair and beauty.
- maintaining current reputations of good schools, good family entertainment, feeling of safety (low crime)
- Maintaining infrastructure. Providing green space, parks, walkways, & supporting outdoor activities. Support for local businesses and re-using existing(or replacing) shuttered buildings. Support making the community areas attractive. Encourage city staff and crews to do the little things in support of the community (My beef is snow removal clears my main road, but I live just off the main road on a circle [small turn-around] and my access is blocked by mounds pushed to the side of the main road).
- Maintaining our school's reputation /hiring great teachers- this is the #1 reason why people move to Andover. Whatever we can do to continue to generate enthusiasm and support for our schools. Developing a brand beyond a "bedroom" community for Wichita- a bold step like a unique/old fashioned downtown scene that is kid-friendly- would be something to attract businesses.
- Maintaining quality schools, increasing dining options
- Maintaining sense of safe, walkable, family community and influx of new residents, unless new residents feel a sense of ownership/ have stake in the community.
- Maintaining tax base to keep up with increased use. Preserve the culture and reputation of the city.
- Maintaining the current state and not to overdevelop the town.
- Maintenance. Remain clean and welcoming.
- make Andover stay small town vibe, no more apartments. Develop more of a community atmosphere with permanent residents
- Making sure all infrastructure keeps up with development.
- Managing growth and the costs of infrastructure (Taxes)
- Many people moved to Andover for the schools. Our representatives at state level are moving towards open choice, so that advantage may last. Stop open schools.
- Maybe another storm/tornado shelter
- more business growth, restaurants, outdoor space, less disc golf. More splash pads in parks
- MORE DINING AND RETAIL
- More places for children and go.
- More retail and dining options. More affordable housing.

- more schools, low income housing, keep streets and sidewalks in good condition, keep local businesses open,
- more shopping & dining
- More single family housing. Need more turn lanes at street lights.
- Most people spending their money in Sedgwick
- need to support small businesses
- Neighborhood street improvement in older areas
- No more apartments.
- North side commercial development. Re-aligning school district (Elementary schools)
- North to South road walks. Sports and recreation facilities.
- Not allowing the schools to go downhill.
- not aware of
- not enough businesses to support/grow the tax base
- not enough space in the schools to accommodate the residents living here
- Not over-populating the infrastructure. Parks are great! More eating establishments are needed.
- Only 1 north/south access. Better code enforcement/policies on neglected properties. "Original city" becoming unsightly
- Open districts policy for USO 385. School sizes, filling empty developed areas with businesses (Center to Andover strip mall)
- Open enrollment where out of towners aren't footing any of the bills. People move to Andover for a good education, and are willing to pay for higher taxes for that reason. Why move to Andover if your kids can go there anyway.
- Opening up policy making to new/different ideas than what has been implemented in the past.
- our schools are gong to be overrun by the number of non tax paying and apartment dwellers. Need more industry. Taxes are unsustainable for homeowners
- Over development of open spaces.
- Over population in our small schools causing for a lesser experience for the students
- OVERCROWDING
- Overcrowding of schools with the number of apartments being built, the need for a larger police force/fire departments, parks and play areas improved
- overcrowding of the schools
- Overcrowding of the schools, as is already taken place.
- OVERCROWDING NORTH OF KELLOG. TOO **MANY** APARTMENTS TOO QUICKLY. NEED TO THOUGHTFULLY PLAN. TEMPORARY HOUSING MAKES ANDOVER LOSE ITS SENSE OF VESTED COMMUNITY
- Overgrowth, too many apartments
- People coming from outside Andover to use the schools, and us still paying the high taxes for the schools. Growing too much too fast when the main Andover Rd section doesn't seem fully taken care of.
- Places to eat. Don't want to leave town.
- population control, affordable housing, attracting businesses
- Population increases and dealing with all that it entails, catering to current demographics of upscale/luxury living, cater to families and keeping them here.
- property taxes

- Providing activities for kids like a pool, skating, bowling, arcade. Providing more options for senior housing as they age out of their single family homes.
- Public transportation access and senior services
- Public transportation and affordable housing
- public transportation to Wichita, Augusta, El Dorado
- Rebuilding areas damaged by the recent tornadoes, including the Y
- recreation areas, tennis - pickleball courts outdoor basketball courts
- Responsible growth, maintaining the cultural environment, open school system/ maintaining the school quality.
- Revitalization of the downtown, seasonal decorations and celebrations
- Roads and safe access to businesses via road traffic.
- Safe community for residents.
- Safe schools.
- Safety due to the increasing growth in the city and schools
- Safety, keeping kids entertained, lacking dining options that will bring in others
- Scaling infrastructure to match the growth of the city
- School system for growing population. Too many homes being build.
- school system not being able to handle all the new housing
- School/classroom size. Cold weather public square. Better community about upcoming events.
- schooling and the ability of tax dollars that pay for said schooling to be divided among all Andover district families
- schools
- Schools are bursting at the seams. Class sizes are increasing.
- schools unable to keep up with housing growth. Allowing too many apts too quickly is a huge negative.
- Schools will be over crowded with development of more apartments
- schools will not be able to have enough room or teachers because so much expansion has happened. The middle class will not even be able to afford city taxes
- schools, shopping and transportation
- Schools. Non fast food restaurants. Shopping
- Securing the water supply - we have had to boil in the last year. Buying more/all the power lines.
- senior citizen cafe, loud bikes & cars, barking dogs, fireworks
- Setting up to handle growth. Quality education. Many are here for the great schools.
- Small businesses can't open and succeed.
- Small town feel with big town dining, retail, and entertainment. Diverse opportunities to keep people interested. Keeping our city beautiful. Running/walking trails and biking paths. Top notch schools! Keep Andover a much sought after place to live and visit.
- So much housing going up/apartments etc in Wichita that is zoned Andover
- some opportunities, such as a pool or even sports thru Andover Rec, do not provide equal opportunities across the community. They require you to go thru the YMCA
- Stay ahead of crime, school safety, traffic control in congested areas.
- Staying ahead of growth by expanding and improving main traffic corridors, while protecting neighborhoods from increased noise. Accelerating plans to improve US Highway 54/400 through Andover to limited access highway standards with improved access roads and related landscaping. Attracting more residents to spread the taxation over more people.
- strategic expansion, impact of Kellogg fly over on business and residents

- Taxes
- Taxes
- Taxes
- Taxes- figure out a way for "users" to help pay for BCC. quit doing special bonds for tax increases.
- Taxes need to be lower. Property taxes need to come down.
- Taxes! Too expensive to live here. Need to put pressure on Butler County to find alternate ways to generate money.
- Taxes. BBCC. Taxes
- The city is already changing. Too many people. Not knowing who is bad or good.
- the city needs a center downtown
- The council is dead set on using the community taxes for helping slum lords build massive apartment complexes. You are giving no thought on the impact on our already over crowded schools. Just look at the elementary school boundaries. Does that look like it was well planned out? No.
- the expansion of Wichita into Andover. If I wanted to live in a city with high crime rates, I would be paying the kind of taxes we pay
- The growth of east Wichita spilling into the Andover school district and the impact of taxes associated with the schools.
- The socialist utopian mentality this city has is detrimental to personal liberty. The lack of regard for zoning laws shows the drive and greed of the city leaders.
- The taxes are too high for perceived value you get. A high percentage of taxes go to schools yet schools are at capacity. Quit building stadiums and admin offices and build class rooms. We can't grow the city if the schools can't sustain them.
- There is no local shopping or dining. There is nothing to do here.
- Too many apartment complexes
- too many new developments for housing. overcrowding
- Too many people! Public transport into Wichita due to gas prices and climate.
- Too much growth and schools not prepared. Helping Hands, Meals On Wheels, Senior Center.
- too much growth too fast. Need more restaurants and entertainment.
- too much housing and not enough business/shopping to support the residents. all our money leaves the city and not tax earned here.
- Too much rental property, better access across US54 on foot/bike.
- Traffic
- Traffic
- traffic control & keeping crime low. Maintain roads and other infrastructure. Limit residential and commercial/building projects
- traffic improvements. Turning lanes
- Traffic on Andover Rd. Affordable housing for seniors. Keep residents money in Andover. Good restaurants more businesses.
- Traffic on Andover road
- Traffic traffic traffic. No turn lanes off Andover rd is another traffic night mare Crosswalks on Andover rd would be helpful as well. The wonderful sidewalk is on the East side of the street and we have run across traffic to get to it
- TRAFFIC WILL CONTINUE TO INCREASE AS WE GROW SO ROADS WILL NEED TO ACCOMODATE PROJECTED GROWTH

- Trails, sidewalk KS, biking
- transportation
- Transportation; Kellogg expansion and safety
- US 54 & Andover Road flyover
- walking safety, schools overcrowded
- We are over schooled and our taxes and insurance is rising always on our older fixed income community!!!!
- we have a reputation of being difficult for developers to work with. Need to see Sedgewick developments move into Andover & Butler Cty.
- We need more dining/shopping establishments
- WE NEED TO CLEAN UP OUR CITY IN NEIGHBORHOODS THAT ARE RUNDOWN. ANDOVER IS A GREAT CITY AND IT NEEDS TO BE REFLECTED AS A GREAT CITY TO LIVE IN
- we need to grow in some areas, some more
- We struggle to attract and retain small non chain stores/restaurants. It would improve our quality of life if we could improve this.
- well managed growth, infrastructure to support growth
- We're trying to hard to grow.
- when business or people go to Wichita to avoid higher taxes
- Wichita donut growth into Andover. Older areas need to be revitalized.
- With all the schools and travel to Wichita for work, address traffic flow choke points.
- With so much growth, our schools are going to have to adapt and grow very quickly.
- with the school changes, I am concerned that a lot of families living in Sedgwick Cty will consume our Andover school district when Butler Co residents are paying the higher taxes
- Working with Wichita to extend Hwy 54 with exits.

Q29. What is one thing about Andover that you like the most? What is one thing that you like the least?

- 1. Less traffic and feel safe walking anywhere in city. 2. No bridge over 54 on Yorktown to cross safely.
- 1. Public areas for recreation and relaxing. 2. The Andover Road is the only complete **way** through town.
- 1. Quiet. 2. Reasonable traffic. 3. Essential needs 5-10 min drive. Least - Losing suburbia.
- 1. Small town community feeling. 2. The older look of buildings right of Kellogg and Andover Road. First impressions are important.
- Access to Wichita. High taxes. BBCC high tax no return for people being taxed.
- Actually everything a household needs is here. Small enough to maintain small town feel. The lack of more dining, entertainment venues is an issue.
- Andover feels like a safe community with great schools. wish our existing shopping centers were full and diverse
- Andover is a safe town, less crime, high taxes
- Andover is a small town, there's not really a big margin of error for sub-cities. Since Andover is small, it needs to grow to really become a stable town.
- Andover is mostly a quiet place. It is EAST of Wichita. Feeling safe riding the bike around Kellogg and Andover RD.
- Andover PD is amazing. Rental property is the worst!
- Andover police department is exceptional. Do not like our high taxes.
- Bedroom community (but growth will change this). New uncontrolled growth and tax base.
- Best= quite neighborhoods. Least= wasted spending on East park wasteful spending by school board.
- Best- Our education of our youth. Least- Not enough retail options.
- best: small town feel least: need more crackdown on speeders
- Best: the feeling of being safe. Least: due to location, you have to travel to get somewhere.
- bike paths, parks, library (most)
- Central Park and Community. Great customer service of Police. Lack of real Downtown feel
- Central side has a small town feel, - lack of dining
- Clean quiet community.
- Clean safe city. Lack of retail and dining.
- clean, not over-crowded. Near east Wichita, school district. least: it is a small town without a small town feel. no downtown square
- Close to groceries and YMCA. Limited dining and entertainment.
- Close to Wichita but 14 miles away from safe community.
- Closest to Wichita but not too close. Too many apartments.
- Community fee-love not enough to do, have to go to Wichita
- COMMUNITY-HOUSING AND SCHOOL-I LIKE MOST LEAST: SHOPPING AND DINING OPTIONS-LIKE DERBY
- Convenience, short distance to groceries, drug stores etc. Need better variety of restaurants, breakfast option.

- country setting
- CURRENT SIZE, SAFETY AND PROXIMITY TO URBAN AREA. TAX LOAD IS LEAST DESIRED- OBTAINING WATER FROM WICHITA IS A CLOSE SECOND-SECOND TO LEAST DESIRED
- Dillons Grocery. Bank selection. community college nearby. Red bud trail.
- Dislike the emphasis on appearance over community. I like the events and activities at the parks and around town.
- Diversity
- Either there is less crime than Wichita or I just don't hear about it as much.
- Everyone use to know everyone.
- Family friendly community. Shopping needs improvement.
- Family oriented and it's very prominent, great place to raise kids. Lack of business involvement and marketing to community about what is going on and the fun activities there are in the city.
- family, life & school rankings bring families to Andover. That is the largest appeal to people. Keep that our goal least: no "Indian" restaurant
- fee safe, trust police and fire responders, traffic isn't bad, too many fast food places and not enough middle style eating places
- Fireworks need to be addressed.
- Friendliness of people. No grocery store on N side
- friendly
- Friendly city government. HOA's suck though idea is good but too much overreach and no way to enforce rules.
- Friendly community, local owned businesses/restaurants. Least: Traffic along Andover Road.
- Friendly people and community pride.
- friendly people, business owners least: Andover rd needs to be redone/expanded
- Friendly, mostly safe. Least: So much building new subdivisions.
- good schools. Safe community
- Great community with safe neighborhoods. Increasing taxes 2nd spending
- Great family community. The schools, parks and athletic fields are great.
- great fire and police protection, our schools least: paying unfair share of taxes for Butler Community College
- great school system. Limited retail and restaurants
- Great schools and family oriented community. Not enough nicer restaurants.
- Great schools and great parks. Redbud Trail, YMCA. Lack of restaurants; traffic congestion around AHS/AMS
- Great schools due to single family property owners. Least like the 'eyesore' mobile home park on Andover Road.
- home like feeling
- How everyone is nice and family oriented and the safety!
- I appreciate that the neighborhoods are quiet and kept clean and there are basic shops and amenities easily accessible. Simultaneously I dislike the lack of original destinations and diversity within the city.
- I can walk alone & feel pretty safe. I no longer feel leaving cars outside and have considered fencing & gating my yard. Only walking option for me is Andover road.

- I do like the feeling of safety. Least liked is we are not growing.
- I do not like having to drive to Wichita for dining and entertainment.
- I feel safe here
- I least like the sidewalks on west side on Andover road. Quick response of emergency folks
- I like feeling safe and secure here. I wish we did not have to leave Andover for Restaurants and entertainment options.
- I like feeling safe living in Andover. I would like to see Andover Rd beautified. North & South Andover Rd. Trees, Plants, Scrubs, Flowers. Christmas Lights. Make us proud.
- I like how no one I know lives here, it gives us more privacy
- I like how supportive we are in investing in schools. The other side note, the tornado response in late April and May was phenomenal. What I like least is how little we have diverse housing options.
- I like how there is a community feel to it. The schools help that, but I feel there is a lot of effort to tie people together via events, etc. One thing I think can be improved is making sure our city is proactive in safety and cleanliness. I'm a frequent trail and sidewalk user, and over the last year, I've noticed more liquor bottles by sidewalks than ever before. Whether it's litter or people walking at night, it's a detail I've noticed.
- I like living in a small town and the ease of getting around. I dislike the high taxes. I also love the parks and amphitheater and walking trails/sidewalks.
- I like safety and low crime. Friendly neighbors.
- I like that I have pride in where I live. No one ever has a negative comment about Andover. Andover has great schools. The thing I like least is public transportation and senior services.
- I like that it is not a large city like Wichita. I do not like the arrogant vibe and feel I get from Andover. I have even heard city government persons say "We are Andover" with an air of arrogance. We are not better than others and we need to be a place feel welcome.
- I like that it seems like a smaller town but still close enough to East Wichita to get to other things. Don't want to have too much extra housing, especially apartment complexes when the class sizes already seem high for the taxes we are paying and now we may have to allow people outside the school district in which doesn't seem fair when we are the ones paying the taxes.
- I like that it's safe and I love the paths and the park and Dillons! I think that the events at the park are all amazing! I feel like it's not very pretty place to live and I go to Wichita for everything except Dillons. I would also love to see the YMCA get back up and going, we LOVED the Y!
- I like that there is not a lot of traffic
- I like the ease of living here. I dislike dining options.
- I like the neighborhood I am in and the supportive and friendly people here. I like least that I have to leave to get a meal that is something besides fast food or bar food and that I have to spend my dollars in Wichita for anything that Dillon's doesn't have.
- I like the past Andover where it was a place to move and I don't like the new improved more schools and apartments than we need and influx of people that may mean problems!
- I like the public safety from the police to the fire department. When I moved here the police would drive through my neighborhood multiple times in a shift. Now you are lucky to see them once every few days. I understand times are tough with getting good employees but I know that Cory has sent many officer to KLETC over the last year or two and the department is growing but

with the growth of the city the police should be growing as well. Our taxes have gone up to pay for a second fire station with the growth of the fire department. I would like to see the city hire 5-8 new officers minimum to make sure the city is proactive with the growth of crime in our area.

- I like the reputation of Andover. I think when you have a reputation for good schools, your town has a good reputation. The increased average income for residents helps keep up appearances.
- I like the size. Lack of fine dining.
- I like the small community but I don't like all the low income housing that is brought in people that are not so desirable. The Holiday Inn down the street needs to work on their parents because there are weeds everywhere and pretty sure tons of migrants because they come walking down my street at night. I rarely see policeman patrolling the neighborhood
- I like to see older housing, not just all new stuff that people can't afford. I don't like the city making housing areas Commercial and driving people out of their homes.
- I love how great the school's are and the high property values. I feel like my home is a good investment. I dislike the quality of the roads in my neighborhood.
- I love the community and that it's not "big city".
- I love the community feel.
- I love the community togetherness and the safety of Andover. I hope to get more retail shops like Sally's or a sporting goods store.
- I love the neighborhoods. I dislike how homogeneous the population is.
- I most love the community and quality of the schools. I least love the higher taxes and that too many people don't put in the time and investment to keep their homes, yards and fences in tip-top shape.
- I moved here because of the small town life with great schools. The current city leaders are actively trying to destroy that. What for? What are you gaining for Andover? We are a suburb and want to stay a suburban area.
- I'm impressed by the overall cleanliness of the area.
- Incredible school systems. Barely anything to do in the community and now that out YMCA is disabled, we have no local pool to access or outdoor water Park.
- Is a vibrant town with close proximity to Wichita. I like the taxes and limited dining options.
- It feels comfortable. Safe, looks good, close community. Taxes.
- It has a small town feel but yet big enough for being itself. We feel safe here, not many restaurants
- It is close to work (Wichita) and easy to get to...Traffic isn't bad, but the constant never ending construction on Andover Road during school months show terrible planning. The police are petty and do nothing to actually protect the residence. They are more concerned with pettiness than fighting the limited crime we have. Taxes are ridiculous for the limited services provided. Schools are good, but not good enough to justify a \$10k tax bill on a \$300k home.
- It is growing too fast.
- It's home!! Community & schools & accessibility to every thing else needed!
- It's small and safe but still has amenities
- Its not handicap friendly
- Least - Clean up roads. Dirt everywhere! Most - Better Andover than Wichita.

- Least - that Andover gets water from Wichita
- least: be more like saline and have a local newspaper most: low crime and good park system
- Least: feel unsafe making left turn into my driveway off Andover Road. Most: The school system. Having graduated from ANDOVER schools many years ago, the improvements in last 50 years is fantastic.
- Less crime
- Like - small town. Dislike - lack of parks south of Kellogg.
- Like Andover Central Park and being able to go fishing and relax and enjoy the lake and scenery.
- like- easy driving, ymca least- more trails for hiking
- like- feeling of community. dislike- have to drive elsewhere to dine.
- Like most, safety and low crime. Least is no indoor activities for really hot/cold days.
- like most: casual lifestyle, not an urban area least: city leadership/competency/ professionalism
- like most: small town feel least: lack of downtown area
- like that it is a small town size. too much taxes, we make it difficult to bring in new business
- like that we are out of Wichita but close enough for work. Do not like taxes that are too high.
- like the cleanliness and safety. Do not like the school time traffic
- like the most- small town feeling, least: not easy to get around on foot/bike
- Like the most? The Andover Police Department remains a visible and reliable part of the safety and security of the city. Like the least? Three thousand streetlights on north Yorktown versus south Yorktown and the associated 30 MPH speed limit.
- Like the schools. Downtown looks dated, not very diverse businesses.
- like the sense of community, helping each other
- like the small town feel, but would like to maintain more quaintness while offering more shops & restaurants. We always leave Andover for those because there is nothing here
- like the small town feel, not too much traffic. our neighborhood has some homes that are depleted & covered in trash
- like- used to be a small, tight knit community least- now wants to be everything to everyone- tax tax tax
- Like: Convenience of everything in close proximity. Also helpful: Caring city admin. Least: High taxes.
- like: neighborhood least: lack of shopping/dining options
- Like: Schools
- like: small town feel of a beautiful modern town. Least: sidewalks are crumbling and dirt roads in town
- like: schools least: apartment complexes
- Like: small town feel, safe and affordable least: unkept roads. sidewalks and curbs are not maintained
- LIKE-MOST SCHOOLS LIKE LEAST-ANDOVER ROAD-NEEDS A DEDICATED TURN LANE. 5 TOTAL LANES-THEY SPENT MONEY FIXING SIDEWALKS THAT SHOULD HAVE BEEN SPENT ON A LEFT TURN LANE
- LIKE-REDBUD TRAIL, YMCA DISLIKE-LACK OF RENTALS/APARTMENTS NORTH OF 13TH ST
- Love Andover Central Park! Too bad the tornado took out so many trees and the dog park. Too many similar retail stores. Need more options.

- Love Central Park and the entertainment there. I like least the poor retail options. I like to shop local small business.
- love how familiar it is, it is hometown, LED business signs at night (hair salons, law offices across from outdoor living)
- love our police force, community oriented and safety minded. Traffic flow at Kellogg/Andover RD corner is a challenge
- love schools, mu neighborhood & the people. love to see more opportunities to feel like a community hometown, i.e. Christmas parade
- Love Small safe town. Hate having to leave for everything (shopping, dinner out, entertainment)
- LOVE THAT WE FEEL SAFE IN OUR CITY
- Love the amphitheater just unable to attend events due to conflicts crossing Kellogg by foot or bike is a dangerous task.
- LOVE THE PEACEFUL RURAL FEEL. HATE THE PROPERTY TAXES
- Love the schools and small town feel. Wish there were more places to eat and shop
- Love the schools, community events, and **YMCA** facilities
- Love the small town feel and focus on outdoor recreation. Love the public safety presence.
- low crime rate and Andover schools are great. Little to zero dining options
- Low crime and great neighborhoods. Too many "outsiders" making their way somehow to a more upscale city. Bringing in trouble.
- Most - Central Park. Least - No Target store, no Chik Fil A
- Most - Close community. An infrastructure that allows the current through flow of traffic. Least - lack of dining/shopping options.
- Most - everything is close to home, it's safe and quiet. Least - not very diverse healthier dining options.
- Most - Friendly people, city government and employees are low key and problem solving. Least - paying for too many police.
- Most - Safe community. Least - Lack of sport related facilities.
- Most - Safety of neighborhoods. Emphasis on families. Least - never know what's going on. Seems word of mouth. Great if have kids and do sports but not much for everyone else.
- Most - Schools. Least - N/A.
- Most - Size. Least - Dining options.
- Most is closeness to Wichita. Least, not much of a downtown.
- most- place to raise my children, great experience. Least- only fast food restaurants.
- Most- safety, security and small town feel. Least- property taxes.
- Most- schools. Least-not a lot of new businesses.
- Most- small community away from the chaos of the city. Least- not enough things to be able to stay in Andover for shopping and dining.
- most- the feeling of safety
- MOST- the schools! LEAST- lack of dining options, lack of nightlife for families in a central location.
- most: Redbud trail, size of town least: not many nice places to eat
- most: small town feel, safety least: paying higher tax
- most: accessibility least: no defined downtown/town square

- Most: Close enough to everything yet not too much in the city. Least: Extremely high taxes.
- Most: Community, not Wichita. Least: The unpaved roads
- Most: Convenience, friendly people, safety, clean. Least: Lack of dining/shopping options
- most: easy access to public facilities and park least: hap-hazard expansion of multi family dwellings
- Most: Feel safe. Least: lack of recreation sites.
- most: feeling small town/community oriented least: taxes
- most: friendly community least: no real entertainment if you do not care for the outdoors
- Most: Friendly people. Least: High taxes.
- most: friendly, hometown feel and schools least: property tax
- Most: General small town life and local retail availability. Least: High taxes and poor residential roads.
- Most: Good reputation, safety. Least: Wish town had nicer looking buildings/decor.
- Most: Location outside of Wichita. Least: Property taxes.
- Most: Location. Least: Only one major North South road
- Most: Neighbors & size of neighborhood lots (Westview road) Least: property taxes
- Most: Quiet neighborhood. Least: Only one grocery store.
- Most: Quiet. Least: Reasons to stay locally for shopping.
- Most: Red Bud trail/parks. And small community. Least: Taxes, US 54, new fly over noise.
- most: relatively quiet least: proximity to larger outdoor recreation spaces
- Most: Safe and quiet. Least: Not diverse.
- most: safe place to grow family least: apartment developments taking away small town feel & crowding schools/roads.
- most: SAFE, CLEAN PLACE TO LIVE, PROXIMITY TO ICT least: the cost of living
- Most: Safer than Wichita
- Most: Safety. Least: Older part of town, bad roads and drainage system sucks.
- most: school system Least: too many apartments planned
- most: schools least: property taxes, mil tax, water surcharges. Butler Co should not be so much more than Sedgewick! now with open enrollment, with is the benefit?
- Most: Schools and size of city. Least: Lack of restaurant options.
- Most: Schools and their programs. Least: Need to control taxes. Need to develop community more.
- most: schools, safety least: not a "cute downtown area" minimal dining options that are not fast food
- Most: schools. Least: No retail/grocery on North side.
- Most: Schools. Least: We're trying to attract businesses and people to Andover. I'd rather we be a small, quiet, community with great schools.
- most: small town but close enough to big city Least: traffic on Andover rd south of Kellogg and Hwy noise on 54
- Most: Small town feel and the development of the future.
- Most: Small town feel. Least: Better newspaper.
- Most: The school. Least: Getting into the gifted programs.
- Most: walking paths. Least: sit down restaurant options.

- Most: Wonderful schools. Least: Traveling around Andover Rd and Kellogg!! Terrible.
- most: smaller city but access to Wichita, all basics are available (grocery, food) least: street conditions
- most-generally safe least- extremely high taxes (city/county & state)
- Mostly clean and well maintained. Quiet for the most part.
- Most-quality of schools. Least-minimal community activities, many of the surrounding small communities have regular events at the library or community center, parks and holidays.
- Most-quiet, redbud trail. Least- all the construction
- most-quiet. least- taxes
- most-Redbud trail least-lack of dining
- Most-Small community with personal treatment by police. Least-run down strip malls.
- most-small town living. least-13th st park has a splash pad but no water to it.
- **My neighborhood is beautiful.**
- my neighborhood is the best. Central & Andover rd is an eye sore. The intersection is awful during school drop off and release.
- **My neighbors.** The firework shooting off during the 4th of July??
- Near family. Least is fine dining
- Need to fix residential streets.
- Nice people. Andover is not an attractive town.
- Nice quiet place to live and very safe. Taxes are too high.
- Nice small community and friendly people. Need nicer restaurants, Mecca Acres neighborhood has gone downhill. Mostly renters now. No one takes care of their yards, ditches, culverts. Kids ride motorcycles and atv's all day and into the night, no helmets. The neighbors next door sell marijuana and smoke cigarettes, 3 of them in the same household. I have breast cancer and they don't care.
- nice small town - taxes
- outdoor AMENITIES, recreation related least- cost of living, taxes
- overall effort to be the best
- People/diverse restaurants
- Pleasant safe communities. Lack of dining options
- Proximity of neighborhood to schools, library, parks and the YMCA.
- Proximity to Wichita with easy car transport. Very difficult going out of crescent lakes onto Andover or Central.
- Public safety. Affordable housing.
- Quality of fire protection, support of housing insurance dates
- Quality school district has been the thing we have liked most. Higher property taxes have been the thing we like the least.
- quiet & safe. least: you have to go to Wichita for everything
- quiet (like) dislike: the distance to a grocery store
- Quiet and safe neighborhoods. Access to the Redbud trail and Central Park.
- Quiet and safe.
- Quiet and safe. Mostly fast food.
- QUIET TOO MUCH TAXES FOR SCHOOLS

- quiet, clean need dining options
- Quiet, safe, good schools
- Quiet. Arrogant of school district - they act like they are perfect. Far from it.
- Quiet. Don't like that we only have 1 street N-S through town.
- really nice looking, no dining options
- Safe community with services, parks, entertaining, and dining. Least: Not keen on the hear Heritage area.
- Safe. Low crime rate. Great police and fire forces how that impact wonderfully with our citizens. I don't like the constant population growth.
- safety- downtown needs an upgrade
- Safety- smaller than Wichita so less traffic and congestion
- Safety and quality of school district I like most. Least - having to travel outside Andover for dining and recreation activities.
- Safety here is great. Restaurants selection is not.
- safety is excellent
- Safety is one thing I like most. Lack of entertainment.
- safety, lack of shopping
- Safety, Curvy Streets - lead to poor visibility
- Safety. Small town feel.
- SAFETY-MOST LEAST-LACK OF SIDEWALK ALONG 159TH BETWEEN KELLOG AND CENTRAL
- schools, although must be careful to not make 95% unhappy for pacifying the 5%. Taxes highest in KS and nation except New Jersey
- School system is good. There is a lack of parks south of US 54 and no ability for pedestrians to cross on Andover Rd safely.
- school system, the delay to get across Kellogg
- Schools
- Schools
- schools lack of dining/shopping options
- Schools. Lack of dining options.
- schools are awesome- traffic on Kellogg and no uptown environment feel
- schools are excellent. more dining & shopping options
- Schools are great. Not much for dining options.
- Schools are great. Dining and entertainment needs work.
- SCHOOLS EASE OF GETTING AROUND
- schools- lack shopping & dining
- schools still great. Andover is a young persons/family city. Rentals are becoming a real issue in Andover Heights
- Schools, and the least liked is how it's lack of resources
- schools, nice quiet neighborhood least: have to go to Wichita for shopping
- schools, safe feeling
- Scooters along 21st. Keep housing options classy.
- Security. Lack of dining options.

- Sense of community is what I like the most. Retail and dining options in walking distance is what I like the least.
- Semi small town feel- being in Butler Cty
- sense of community, everyone knows each other
- Sense of community. Lack of things to do, places to shop and eat that aren't chains. Also the cops are intense and need to chill
- Single family dwelling - most. Multi family dwellings - least.
- SIZE OF ANDOVER ALLOWS QUICK RESPONSE FROM FIRST RESPONDERS-WHO HAVE TIME TO BE OUT AND EASY TO GET TO KNOW. THAT SEEMS TO BE CHANGING AS CITY GROWS-HOWEVER NEED THOUGHTFUL GROWTH
- small community feel. least: high taxes
- Small community full of nice folks. Like least - 10 days of hell over 4th of July. (Noise, trash, etc.) If this won't change, then maybe consider a 1 cent tax on fireworks during those 10 days. The funds raised should go to vet clinics to allow them to hand out medication 'free of charge', calming suits, whatever to support our pet owners in the community. As for the veterans, I hope we don't send one of several of them back needing health support.
- Small community with caring people.
- SMALLCOMMUNITY-SCHOOLS ARE EXCELLENT GROWTH IS ON NORTH SIDE-NO/LIMITED CONNECTIVITY TO SOUTH OF KELLOG
- small feel
- small town and family oriented
- Small town atmosphere and a great city park. Least - needs more business and dining options.
- small town atmosphere and people
- Small town atmosphere and quiet. Least - not many affordable rental options.
- Small town atmosphere is good! Lack of shopping is a negative.
- Small town atmosphere.
- Small town atmosphere. Lack of street and field mowing maintenance.
- small town close to big city
- small town environment but close to big city amenities dislike: everything closes early
- Small town feel
- Small town feel
- Small town feel
- Small town feel and safety/community. Least: Limited dining options beyond fast food.
- small town feel but easy access to everything. I do wish I did not have to go into Wichita for a nice dinner/events/pools/massages, etc.
- small town feel but not a lot of shopping options to support locally
- small town feel but wish we had better dining and shopping options
- small town feel near Wichita amenities, least: Papa Johns leaving
- Small town feel that's not over-developed.
- small town feel, taxes
- SMALL TOWN FEEL, BUT CLOSE TO EVERYTHING
- Small town feel, everyone knows everyone. Like the least- feeling of old business culture. Not attractive to new growth.

- Small town feel. Friendliness of neighbors and the other people. Haven't found a negative.
- Small town feel. Lack of sport type activities for kids
- small town feel. Least is the very old and ugly buildings along Andover Road, especially the abandoned gas station at Kellogg and Andover.
- small, clean, safe city-most
- Small. Friendly. We need restaurants. Why did they bring back Applebee's?
- small/easy to get around
- smaller community feel. Local elected officials are condescending and view citizens with distain
- smaller town feel w/ several amenities close by. Butler Cty taxes- ridiculous
- Space and people are great need dining options
- still has a small town feel, not enough people to volunteer for GAD
- streets, dogs in public places
- Suburban feel. Stuck in the past.
- Support schools/education. Potential...
- That Andover is not Wichita and what I like least is the taxes
- That is still retains a small town attitude. No grocery store on the N end.
- The city is one of the safest and cleanest in the US.
- the emergency services are great. Sidewalks need to be redone on west side of Andover Rd north of Central to 21st street or crosswalk
- THE FAMILY ENVIRONMENT FOR US-WE MOVED FROM OKLAHOMA BECAUSE OF ANDOVER AND THE SCHOOLS. KEEP THE OUTDOOR RECREATION ALIVE. DISLIKE NO TOWN BILLBOARD FOR EVENT SCHEDULE
- The laid back vibe and safe feeling. The roads and ditches in my neighborhood. As well as the light at Douglas.
- The least is the police not enforcing the speed on E. Central
- The location to Wichita but staying out of the city. The thing we like the least is street maintenance planning.
- The most - Feels safe. The least - issue of affordability.
- the most: easy access to other communities least: 40 mph traffic on Andover rd- reduce it down
- the open areas (parks, etc.)
- The parks. The mobile home park on Andover road.
- The people are friendly and schools ate the best! I don't like the lack of shopping options
- THE PEOPLE ARE THE BEST
- The police/fire/emergency support are the best !! Great response time, very helpful
- The rail trail I like the best. The old not well-cared for homes and trailer parks on Andover road I like the least.
- The Red Bud trails are our best assert. Taxes are my least favorite and needs addressing
- The safety and community. The lack of good restaurants.
- the safety and peacefulness and atmosphere is great. There is not a lot of nightlife/entertainment
- The safety of a small town that doesn't have transitional housing such as apartments right on top of housing areas

- The safety the town itself
- The schools-> Most. Street maintenance-> Least
- The schools and safety of the community as a whole are what I like best. Inaccessibility to the city if you live west of Andover Rd. off Harry. There is no way to safely ride bikes or reach the sidewalks at Harry and Andover Road. Harry is also very narrow with no shoulders and deep ditches and very dark at night - it's dangerous for drivers not familiar with the area, and many drivers drive WAY too fast for the road.
- The schools and staff. Like the flexibility of the city to update the billing for utilities.
- The schools are one of the best things about Andover.
- The schools built Andover; we would not be here without the outstanding schools and facilities. The incredible loss of opportunities for development over the past 15 years that could have built many of the things on this list.
- the schools, the lack of diversity
- the schools/ USDA 385=most
- The sense of community is what I like best. The lack of restaurants and stores to keep us shopping here rather than going out of town.
- The small community and we help one another least: Andover rd, more dining and entertainment
- The small size, Dillons, close proximity to Wichita.
- The small town feel and safety. Andover Road needs to be modernized to make it look appealing.
- The small town feel that I believe our residents enjoy. That the older sections of the city are seen as lower than the new developments.
- they are trying to improve, house taxes
- This is a great place to raise kids. Lack of dining options.
- Very few dining and shopping options
- We have the basics for stores nearby which is nice, but I wish there were more options for shopping and more diversity in dining. I also wish there were more neighborhood parks accessible near some neighborhoods.
- We hope there is more to keep people in Andover all the while not being too expensive to live.
- We like the location and activities. We hate the rental population that are not maintained.
- we like the parks and red bud trail. our neighborhood has quite a few rental properties, poorer conditions than owned homes.
- We moved here for better schools and small town feel. We enjoy the small town feel but as I stated earlier, the school situation needs to be addressed.
- we, as a family, enjoy services of the city like the outdoor parks and library. We feel unsafe at times with the traffic (lack of turn lanes and bike lanes) on Andover Rd and around school zones
- When we first came here, it was the schools that we came for- they were excellent. We now sometimes feel we need something for us or in tandem with young people.

Q30. What have we missed? What do you want to see for the future of Andover? What should we be thinking about as we plan for the future of our community?

- 1. Water 2nd source - Eldorado. 2. North-South roadways. Lake Water. 3. 54/400 Roadway complete
- 159th Street took a year to redo and is a major road. There were months no one was even working. Finished product is fantastic though!
- A movie theater
- a pool at the park
- Actual downtown.
- address the concerns now and take action
- Addressing Andover economic development, Shopping diversity and future Tornado tourism. Renovate Andover museum. History
- Affordable housing there is still too big of a gap between low cost housing and very expensive housing.
- After living in Derby for the last 7 years, Andover seems like they are missing opportunities to cater to the families that want to attend their schools. Increasing walkability, green spaces, parks, and entertainment for families would go a long way toward getting families to come here for things other than school. The event venue at Central Park is a great start but could be developed into more. Where are the public pools? Where are the soccer fields? Where can families play tennis? Maybe I just haven't found these things yet but if they aren't around, they should be.
- After the tornados everyone came together. We need to have that continue. We are Andover!
- Already stated
- Andover does not offer a good selection of coffee shops, restaurants, etc. in a central location that provides an identity.
- Andover is a terrific community to live in. The future of Andover should continue to promote the outstanding schools- invest in any way we can in landscaping around all the schools.
- Andover is small and still pretty young in comparison to larger cities, i.e.. Wichita. We should have plans to grow and maintain to really become a stable/partially independent town.
- Andover population is growing fast and it is important to invest in areas that can support such a rapid increase
- Andover pride - we need to do some Andover pride, get artists and creative as to what makes Andover unique and fun, get all involved and deliver it in community murals, more activities and it's marketed better, it would draw in new biz and renovations as well.
- as Andover expands north, it would be beneficial to have a grocery available in the NE quadrant
- Attracting bigger business, Being Butler Comm College friendly, encourage classes for adults. allow expansion for BCC
- Attracting diversity. More affordable housing.
- Balance growth with reducing taxes
- Bales tracts needs to be revitalized. They are constantly grading our streets but taking all of the gravel away. The signage needs to be fixed and replaced in the hotel needs to get their act together it looks like crap. Lots of neighbors have so much junk in their yard it makes my house look junky

- bathroom and water in Cornerstone park
- Be cautious with tax dollars, lower taxes to keep families here as so many move out of Andover after kids graduate
- Beautify Andover Road and other public places.
- Best home town attractions. Aquarium?
- better downtown shopping area instead of the shotgun approach and scattered all over
- Better shopping, dining and entertainment options.
- Better traffic control.
- Bike infrastructure. More entertainment, dining, shopping options.
- Bring people together. We have seen an effort put towards that and it's awesome!
- Camper in neighbors yard with people and dogs. Living in it, trashy yards.
- catering to the many families who need residential options for their loved ones with special needs
- Change is inevitable but I hope the city tries hard to maintain the small town image and still meet the needs of an expanding population. A tough task but so far that has been happening.
- Check out the Lenexa city center in KC!
- Commercial
- community space/businesses
- Consider the role that this city will play as the Wichita Metro continues to expand. How to maintain the value and character of the things done well, while also improving on weaknesses.
- Continue to focus on our school system, outdoor recreation, traffic flow and public safety.
- continue to have a top notch school system with small class size. Don't grow too fast
- continue to seek out residence options. Act on behalf of residents, not whatever those in charge like
- Continue working for excellent schools. Physical beauty of town and city services. Few more shops and restaurants.
- Control development in a way that does not overwhelm our education system.
- Cornerstone residents pay the highest taxes in this area. We need a closer grocery store ASAP!!
- Create an economic development team (hopefully, you have one by now) that can work to consider the next 20 - 30 years and how to bring/receive opportunities that align with the needs and wants of the community. The council and city must then be able to respond to these needs and opportunities promptly or continue to lose out to other communities.
- Decide exactly how large you want Andover to become. Do we need a cap on new communities?
- dining & shopping, things to do
- Dining and retail options. Maybe another elementary school.
- Dining, entertainment options. Business influx into Andover. Easy crossing of Kellogg by foot or bike.
- Dining, retail, recreation
- DIVERSITY EVENTS-SHOPPING OPTIONS AND BETTER DINING OPTIONS THAN JUST FAST FOOD
- Do we really need a new pool and a fancy park? Everything is expensive enough the way it is. We have higher taxes to pay for it.
- Don't build duplexes.

- don't over focus on growth. maintain/upgrade all the good things we have. Don't be so bigger is better when planning for the future
- Elderly apartments and transportation
- eliminate "Karen's"
- Enforcement of clean up, mowing vehicle placement.
- Expand, expand, entertainment, big food Restaurants. We need big named businesses to help us grow.
- Expanding the community in all aspects of it, not just certain demographics.
- Farmer's market, flea market
- Fireworks too disruptive for veterans.
- Fix Andover road. Need turning lanes. Get restaurants in so people will stay in Andover.
- focus on keeping dollars in Andover instead of everyone spending their money in Wichita
- Focused on how to keep our small town community, while also updating recreational facilities to keep todays youth and children engaged in healthy activities
- for me, redoing Prairie Creek Rd and the bridge. Aside from that, bringing more dining and shopping options. Also, getting Butler County to lower real estate taxes.
- Get a target. Get a Chik Fil A
- get some non-chain restaurants. No fast food drive thrus
- Grocery store North of US 54/400. New shopping area like Bradley Fair.
- Growth in all aspects- dining, family entertainment, diversity
- helping rebuild the YMCA
- house bill# 2567- this completely changes the incentive to live in Andover. We are looking at the possibility of moving to lower tax area like Wichita and driving the kids to school.
- How can we maintain the community spaces and traffic flow as we double in size?
- How can you retain citizens?
- I appreciate a growth mindset for the city. If it means a few extra cents to make my and our community better, then I'm all for it. We've made it attractive for residents, now find ways to draw non-resident money.
- I believe the right projects are being started. Need to see them completed.
- I have no comment. You will do what you want to do.
- I know a big source of taxes is BCC. residents get no preferential tuition rates for all the financial support we are required to provide.
- I like the size pf the community and wish we could stay this size. I hope we don't over developed and turn into Wichita
- I think the survey is comprehensive.
- I think we miss out on tax revenues generated by not having the amenities/stores. South Andover is t very convenient for people living in North Andover, faster to get to Greenwich.
- I want to see the school lines redrawn.
- I wish there was more information and help in regards to the drug issues rising. We need education, na, aa meetings, places to reach out for help. For our police officers, firefighters all to have narcan for life saving measures.

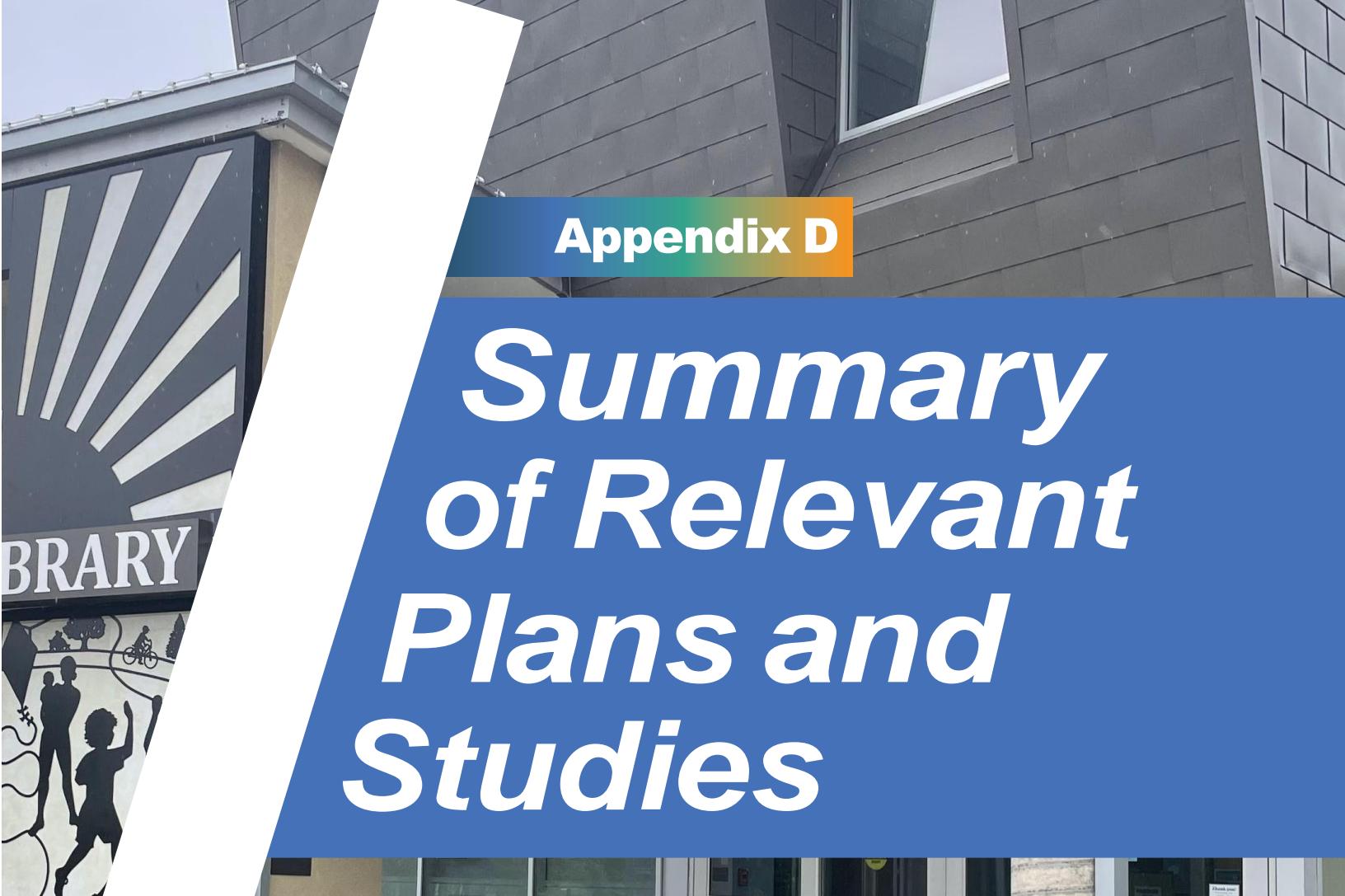
- I would love to see Andover similar to Peachtree City in Georgia. Built with multi use paths with golf cart accessibility or can walk everywhere. Lush areas. High economic potential and well off people who live there.
- I'm sorry but I'm stuck on the dirt roads in heart of the city while seeing astronomical money poured into bigger better fancier schools, and we can't afford to pave roads of the city!
- I'd like to see it more walkable and more natural beauty particularly South and East of Kellogg's and Pave gravel residential streets pretty please!
- Improve streets and cross walks in neighborhoods.
- Improved recreation, Wichita as a whole does this very poorly. Andover has a opportunity to improve
- increase non-resident park & rec fees. Get rid of recycle tax for those that don't recycle. no one likes the loud noise from concerts.
- Increase outdoor spaces for all ages.
- increase the tax base, both commercial and residential. Higher education needs to be a focus on the growing population. College age students have options
- Involving the Andover Police Department in community events to reinforce their role as an integrated service organization to residents. Make ALL streets paved and curbed, including buried waste water drainage.
- it is great, thank you for asking the folks in Andover
- Jersey Mike's! Central Park/Amphitheater.
- keep any exit roads on Kellogg flyover away from houses
- Keep developing Andover parks, events. Add Hotel(s).
- Keep it neat and clean! Manured grass! Attractive to businesses and residents. Andover has so much potential!
- Keep private land areas mowed (such as land South of care home by Kutler that is North of Chateaux)
- Keep the small town feel. Keep it special here. Encourage restaurants and small retail stores.
- keep up the good work
- Keep us Upscale. Do not lower housing standards that bring in lower income people
- Kellogg intersection at Andover road. Sidewalks and no more apartments or townhouses. Andover should be focusing on long term permanent residents not shear numbers for the schools
- Large park south of Kellogg
- less apartments and rentals- more high-end shopping and dining
- LOOKING FORWARD TO PICKLEBALL COURTS
- Lowering property taxes to make it affordable for young families
- Lowering taxes for people on fixed income.
- Maintaining the small town feel by continuing to embrace diversity and community while also continuing to add more businesses, shopping, and dining options across the city (along with more accessibility to those places).
- Maybe get the word out more about events in Andover. Seem to always hear about them too late.
- Maybe Retail developments along Kellogg.

- Mentioned before, but we need to make our Main Street beautiful!! Let EVERYONE who drives through Andover know WE LOVE OUR CITY!! (Have ya driven through other small towns...?, Winfield??) You know when you're on their "main" road... why? Because it's beautiful!! And also mentioned previously center turning lane THROUGHOUT the ENTIRETY of Andover Road!!
- middle income earners are being edged out of the housing market with no affordable homes to buy or rent on the N side to keep kids at ATTS/AMS
- More 55 plus housing.
- more daycares, women's shopping stores, more park activities, steakhouse
- more diversified retail and dining options. Don't let the Kellogg's interchange divide the city
- More entertainment.
- More inclusive with housing, activities, businesses and dining
- More nature, public gathering spaces, more recreation/dining options.
- More options for disabled
- more police- safety issues
- More restaurants
- More retail shopping like Derby has along Rock Rd and more restaurant choices.
- More retail. Draw people to shopping here. Or keep locals shopping here.
- more round-about traffic options
- More shopping/dining options.
- more sit down restaurants and retail
- More traffic so more left turn lanes along Andover Road and Central.
- more walking trails with lots of greenery
- Multi generational housing options.
- need a splash pad
- need a splash park
- Need more kid-centric places. Even something like Derby's Library.
- need to decide what type of community Andover wants to be. It can not be everything to everyone. Current leadership seems to want the community to be for everyone- come one, come all
- New bike trails that connect north and south Andover
- **New** schools for the continued growth and bringing in businesses to the empty buildings downtown. A shopping district or grocery store along with workout center on North side of town.
- nice splash pad & retail
- No matter what the plan is, keep in mind that the money being spent is the people's money, not the governments.
- no tax increase
- Not to forget the older part of your community.
- Not to overdevelop the town. I just moved here and it's great. Don't make it too busy.
- Nothing
- Nothing, the survey has been very thorough.
- Opening Prairie Creek from Kellogg to 21st.
- Options for the other kids.

- Outdoor skateboard park
- Parks they are small (even the new one at Central). We spend money and time in other communities because there won't be enough in Andover... driving as far as Winfield, Maize, Derby.
- Pedestrian access over/under Kellogg would bring North/South sides together much better. Kellogg is a dividing line today.
- Plan all aspects of the city, not just short sided grow at any cost. I'm afraid I am witnessing the end of what made this city great. It's sad to watch the city council and city management push this downward spiral.
- plan on more people using bikes/scooters and make access around the city- esp. at Kellogg/Andover road to get to the shopping area
- Plant more gardens and trees. Consider fruit trees for community to use. Gardens boosts community and become a gathering place.
- Please DO NOT expand Yorktown road north of central ave!
- please listen to the people in the neighborhoods around where things are being changed. Be sure to let them in on what is happening.
- Please look into the roads around Prairie Creek subdivision from 13th to 21st is very rough. Prairie Creek road does not connect to central for the Kids going to middle and high school. Limestone and Aster is not a safe intersection.
- problem and stupid dangerous dogs. Enforcement in fireworks
- programs/recreation teams for those 18 and older
- Promote community attendance for high school games and plays. Bike events on our awesome bike trail.
- Public education. Lower student/teacher ratio. Advance teaching with computers, have and increase teachers pay and number of teachers. Without excellent education the parents will not move to Andover.
- Public transportation
- PUT A BIG SIGN NEAR WALG REENS FOR HAPPENINGS AT CENTRAL PARK AND EVENTS IN ANDOVER.
- put the word out to check on your seniors so they are not forgotten
- racially diverse, don't know how to achieve that
- Real set down restaurants.
- Reasons to not drive into Wichita.
- Rebuild BYMCA. Main street decor like Snowflakes on street lights.
- redrawing district boundaries to ensure county residence for schooling
- reduction in property taxes for seniors.
- Re-elect the current mayor.
- RENT KAYAKS AT CENTRAL PARK LAKE
- repairing the streets, not just main st but other neighborhood streets
- Revitalization of the 13th Street Sports complex.
- Right turn only lanes from Andover Rd onto cross streets.
- Road expansion to prevent congestion and creating walking/biking connectivity to help w/road traffic

- Road maintenance.
- Roads
- Safety, family activities, and parks for kids.
- School safety should be your number one priority. Spend whatever resources necessary to protect our kids. What is being done to improve here?
- School system should be looked at. Staff and athletics are biased and corrupt
- Schools, small town feel and feeling safer are things that attracted us to Andover to raise our family many years ago. We have seen a lot of growth in the last 28 years but we still feel safer here. My concern as a person in my S0's is that too much growth, especially in the night life and entertainment areas will change what we love most about living in Andover.
- shopping & dining
- shopping development and groceries/dining along 21st
- Slow down development. The new townhomes being constructed on East Douglas are trashy.
- somehow Sedgwick Cty residents in the Andover school district need to pay their fair share of taxes
- Something/ sports/ store South of Harry
- Something local that is fun to do on the weekends for all ages.
- Splash pad!
- Stay away from the special interest groups. not sure what to do about Kellogg splitting the town. Consider how city govt is made up? Do districts to better represent everyone.
- STOP TAXING SO MUCH ESPECIALLY SCHOOL TAXES. ITS OUT OF CONTROL
- SU
- swimming option separate from the Y. Connecting South Andover and North Andover. Love the splash pad coming and the new fire station
- Taking care of those who have been paying taxes for 27 to 50 years. We have been all but forgotten
- Tax base needs to be reviewed.
- taxes
- Tear down old vacant stores.
- the challenge is managing growth while maintaining the character of the community. as population grows, central and Andover rd will need to be expanded or an alternative route developed
- The city planning committee shoving Apartments down peoples throats and endangering kids with them trying to make exits on residential streets that are not wide enough for two way traffic with people lol parking in front of their homes and their kids getting hit while trying to play
- The kids need should come 1st they're the future.
- the loss of the YMCA is huge for the community. It was already becoming crowded when destroyed by the tornado.
- THE NUMBER OF RENTALS-MULTI HOUSING GOING IN TOO QUICKLY IS CHANGING THE DYNAMIC OF THE CITY
- The planning and development departments need to work with Andover residents on new developing and not fake it through.

- The schools are the reason a lot of families move to Andover. Do not let them get too big.
- There needs to be a right turn lane from southbound Andover Rd onto westbound Kellogg. Many people are going into Wichita and it would be nice to be able to have a turn lane instead of being blocked by cars waiting at the light.
- Too new here.
- Traffic flow. Entertainment options. Improved walking paths to all businesses.
- Transportation within Andover and to neighboring towns. I wish to see people having more active roles in developing the community not only the top 10% of Andover. I had a very poor experience with city response to an issue years ago and it made me less likely to seek help
- Trash service pay online option or auto pay options.
- Unique recreation destinations would be good for Andover
- Unsafe
- WALKING PATH ON HARRY
- Walking trails, keep improving and adding, connecting.
- We are senior and love Andover. Wish YMCA would re-open soon. We enjoy Senior Center and believe it is important. Any support for senior activities is appreciated.
- We have a lot of children here. Not much to do. They get in trouble when they are bored.
- We have not lived here long, but like the easy access to Wichita.
- we need a dog pound and laundromat, and lower taxes
- we need a public swimming pool
- We need a turn lane up and down Andover Road and a crosswalk at US 54/400.
- We need diverse growth, but keep the small town/city feel. It should be picturesque. Parks and shopping for neighborhood groups; such as the 21st street area.
- We need more business growth and expansion of single family homes
- We wish we could move. We have been looking for years but cannot find something like we have now. Schools are woke and turning out little godless globalists.
- weekly paper, if you do not do Facebook, you are left out
- Whatever is done, please plan to reserve enough funds to maintain the good that gets built. Nothing is worse in a community than to see good intentions and good money wasted, because it wasn't followed up with good plans for ongoing maintenance and support.
- When you add or increase rental property, homeowners lose! We pay too much in taxes.
- where will the next high school be placed? what will be the next NS road in Andover
- Why can't we be like Derby and have the business/retail/dining they have.
- widen & improve main roads, esp. around schools. Put in a city pool and rec center



Appendix D

Summary of Relevant Plans and Studies

Appendix D summarizes existing plans that are related to this document. A critical component of any planning process is examining what has already been done. By reviewing the recommendations of recent plans, the work of this Plan is more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity on a broader scale instead of multiple plans for the same general area that have an individualistic approach. Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan.



Andover Parks and Recreation Playbook 2030 (2021)

The Andover Parks and Recreation Playbook 2030 considers future planned parks and amenities, the most popular recreational activities in Andover, and provides an inventory of all 196 acres of existing park space and 18 miles of trail and shared-use paths.

The city benefits from a vibrant, active community – one that readily takes part in recreational pursuits. A few key findings from the plan are:

- Adult fitness and wellness programs, community special events, and fishing rate highly for program and activity needs.
- The top three city parks/facilities were Central Park, 13th Street Sports Park, and Redbud Trail
- The following six activities were rated as the highest priorities for facility investments:
 - Walking and biking trails,
 - Natural parks and preserves,
 - Splash pads,
 - Outdoor recreation,
 - Outdoor swimming pool,
 - and indoor running/ walking tracks.

During the planning process, the goal was to obtain 300 statistically significant survey responses to provide adequate feedback to inform the plan. A total of 421 surveys were collected. The participants indicated that they viewed connectivity of trails throughout the community, accessible sidewalks, and bike lanes to be the most important priorities for the community's recreational needs. The survey also revealed that the top two reasons that prevent households from using parks and recreation facilities are (1) not knowing what is offered and (2) not knowing locations of parks/facilities.

Andover Parks and Recreation Playbook 2030 recommends increasing communication to citizens to promote more involvement in recreational activities. This plan was approved and adopted in 2021 with goals designated for 2030 completion.

City of Andover Unified Development Manual (2019)

The Unified Development Manual for the City of Andover was adopted in 2018 and went into effect on January 1, 2019. The manual provides basic information on developing a construction project within Andover. This information includes items such as the city's zoning regulations, the current zoning map, subdivision regulations, site plan review procedures and standards, various other regulations, and city codes.

Andover Fire-Rescue Strategic Plan (2018)

Andover Fire-Rescue takes responsibility for the City of Andover and the surrounding Bruno Township in Butler County, providing service to approximately 24,000 community members in total. According to the department, the Andover Fire-Rescue team responds to 1,700 calls annually.

The Fire-Rescue management team reviewed the agency's service gaps and current issues. From this process, the agency's management identified six initiatives to provide a framework for improvements: facilities, personnel, planning, equipment, relationships, and finances. Each initiative outlines clear objectives, a time frame, and tasks related to the completion of these objectives. Related tasks were also connected to the responsible personnel members, keeping certain positions accountable for each task.

Andover Comprehensive Plan (2014)

The themes and goals of Andover's 2014 comprehensive plan were built upon Andover's 2003 comprehensive plan, public engagement, and the 2011 US 54/400 Corridor Study, which was added to the 2003 comprehensive plan as an amendment. While public input indicated that the Andover residents felt pride in their city's look and feel within its residential areas, many citizens did not think that the US 54/400 Corridor and Andover Road presented well. The six themes for this plan revolve around the feel and image of the city, while maintaining the high level of quality of life experienced by Andover's residents. The themes are outlined in the plan as such:

- City Shaping,
- Accessibility,
- Housing Diversity,
- Commercial Image,
- Quality of Life, and
- Sustainable Resources.

These themes have guided Andover's city officials and residents as they prepare for city growth. As noted in the 2003 comprehensive plan, the city experienced a rapid population growth between 2000 and 2010. While the growth rate is expected to be lower than in previous years, the City of Andover is anticipating adding an approximate 7,234 residents in the next thirty years.

In response to the rapid population growth, the city has identified that a "core" of the city is missing. The US 54/400 Corridor Study provided the much-needed analysis to identify where key corridors could provide access to possible economic activities. These main areas were identified as: US 54/400, Andover Road, and 21st Street. Since the US 54/400 bisects the City of Andover from east to west, the core focus is to build up around the expressway, providing a meeting point for citizens and visitors alike and creating a walkable space for commercial activities.

City of Andover US 54/400 Corridor Study (2011)

The US 54/400 Corridor Study was published in December 2011 and provides an overview for transitioning the four-lane divided expressway into a freeway. The expressway, which bisects the City of Andover, acts as a major regional corridor in south-central Kansas on the National Highway System.

Due to an increase in traffic, the city authorized the corridor study to consider the economic advantages of developing near the expressway. While future development could potentially act as a deterrent to pedestrians and further community development, it could also provide opportunities for new jobs, additional housing choices, recreational opportunities, and community services for residents and visitors alike. One of the main goals for the corridor is to create a desirable retail space, a location where citizens and visitors can spend time and money. The desire is to attract and keep funds within, rather than outside, of the community.

The vision that arises from the corridor study is outlined in five development themes:

- Revitalizing the US 54/400 corridor will require maintaining the established "small town" character.
- Creating memorable destinations will require creating authentic and diverse public places, while expanding the range of attractions and economic development opportunities that the corridor offers.
- Integrating the neighborhoods will require a mixture of infill housing and services for local neighbors.
- Achieving a more accessible corridor will require improving the transportation system to minimize barriers and provide regional transportation alternatives.
- Realizing a sustainable high quality of life will require balancing the needs of social issues, the natural environment, and economic development.

This study is one of the first steps to complete a new, ambitious development program that captures the transportation potential of Andover. It recommends that to convert the US 54/400 into a freeway, amendments must be made to the most recent version of the comprehensive plan – especially the transportation component.

Andover Comprehensive Plan (2003)

The 2003 comprehensive plan acted as an updated edition to the 1995 comprehensive plan and notes that updates were needed due to a rapid population growth increased needs within the residential, commercial, and industrial sectors of Andover. The plan is laid out into eight categories:

- Economy,
- Population,
- Housing,
- Physical development influences,
- Land use plan,
- Transportation,
- Utilities and storm water systems, and,
- Community facilities.

In the 1995 plan, the population for Andover was projected to be approximately 7,500 by 2010. This estimate was reached and surpassed by 2002. Due to this rapid increase, there was a need for additional site-built, larger single- family units to the housing market. Andover also saw growth in their centralized shopping area at Andover Road and the highway business area at Central Avenue, US-54/400. Additional shopping locations were anticipated within the Decker/ Kiser plat at 21st Street and Andover Rd. Other land uses, such as industrial, were recognized as needing adequate space for growth while still providing a separation from the newer residential properties. The plan highlights in its land use goals to follow “smart growth principles” when pursuing development and to prevent the unnecessary expansion of the city in attempt to control urban sprawl.

Appendix E

Economic and Market Analysis

Appendix E outlines market strategies and opportunities for the future of Andover, providing an objective review of market conditions within the city and recommendations for improvements and future uses. Please note this report does not represent the recommendations of the Activate Andover Comprehensive Plan, but was used in the formulation of the final Plan recommendations as it provides objective, market-based solutions.



SUMMARY OF MAJOR FINDINGS

The City of Andover, Kansas has retained Olsson to prepare a Comprehensive Plan update. As a sub-consultant to Olsson, Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates demographic, economic, and real estate market trends impacting future land use patterns in Andover, Kansas.

Based on the findings of the *Economic and Market Analysis* the following topics are addressed 1) 10-year demand projections in Andover for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities. The study findings and recommendations are summarized in the text to follow.

Demographic and Economic Trends

The City of Andover, Kansas ("Planning Area") is located within the eastern portion of the Wichita MSA and occupies 10.6 square miles in western Butler County. Interstate 35 and U.S. Route 54/ 400 provide Andover with convenient access to the balance of the Wichita MSA.

Andover's smalltown environment at the edge of the Wichita MSA offers convenient access to jobs, shopping, and entertainment. Andover's school district is a major draw for families seeking a quality education. Andover's population began accelerating during the 1990's, adding 1,246 residents. Population growth peaked during the 2010's with the addition of 5,093 new residents. From 2010 through 2020, Andover added 3,101 residents.

By 2031, Andover's population is conservatively forecast to add 3,752 new residents. Under a more optimistic scenario Andover's population will grow at an annualized rate of 2.6 percent, yielding 4,517 new residents through 2031. Andover's future population growth will generate demand for new housing, retail goods and services, eating and drinking establishments, and commercial space.

When compared to that of the State of Kansas, Andover's household composition possesses well above average rates for both of families and married couples with children and below average householders living alone. Andover's household composition characteristics suggest a propensity for detached single-family housing.

Andover's median household income of \$83,518 compares to \$61,084 for Kansas, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$100,000 or more. Andover's household income levels can support above average retail sales, housing values, and residential and commercial rents.

The Andover population is much more educated than the overall Kansas population with 59.2 percent of residents 25+ years of age attaining an Associate degree or higher compared to 43.4 percent statewide. Andover's high educational attainment levels have a positive impact on achievable income levels, retail expenditures, and housing values and rents. The population's educational attainment is best suited to attract new industry in the information, finance, professional services, scientific, and healthcare sectors.

According to Esri Business Analyst, 433 businesses in Andover support 4,601 total jobs. Leading employment sectors in Andover include:

1. Healthcare and Education
2. Arts, Entertainment, Lodging & Food Services
3. Retail Trade
4. Finance, Insurance and Real Estate
5. Other Services

Over the next ten years employment growth in Andover is anticipated to accelerate as the Wichita MSA continues to expand with suburban communities capturing larger shares of population and job growth. At

average annual growth rates of 1.75 percent to 2.25 percent, Andover's employment growth through 2031 is forecast at 872 to 1,008 jobs.

From 2009 through 2021, a total of 1,261 residential dwelling units were permitted for construction in Andover, including 947 single-family homes, 280 duplex units, and 34 townhomes. Residential construction activity in Andover peaked from 2013 to 2016 with the construction of 357 new residential dwelling units. During that time new single-family home construction was the principal driving force in construction activity. Residential construction rebounded from 2019 through 2021 spurred by record low mortgage rates and a hot new housing market.

From 2009 through 2021, permits for the construction of 63 new commercial buildings were issued by the City of Andover. Commercial construction activity peaked in 2019 when permits were issued for 16 buildings.

To conclude, Andover is located within Butler County which is included in the Wichita MSA. Interstate 35 and U.S. Route 54/ 400 are primary transportation corridors providing Andover residents with convenient access to jobs, shopping, and entertainment. Andover's smalltown environment at the edge of Sedgwick County, high quality of life, excellent school system, and inventory of newer housing provides the opportunity to attract continued population and employment growth. Over the next ten years Andover is anticipated to experience increased urban pressures leading to escalating population and employment growth.

Real Estate Market Trends

The study evaluated Andover's retail, office, industrial, and housing markets. The text that follows summarizes the major study findings.

Retail Market Overview

Andover's inventory of retail space totals 677,530 square feet of building area. Andover Road serves as the major retail corridor with the principal concentrations at the U.S. Route 54/400 and Central Avenue intersections. As of the second quarter 2022, the existing inventory of retail space was operating at a healthy vacancy rate of 2.8 percent. The limited supply of vacant commercial space available for lease places a constraint on the ability of prospective businesses to enter the Andover retail market.

Since 2010, only 34,407 square feet of retail space has been constructed in Andover. As Andover's population continues to grow, an expanded retail market will become viable.

Since 2013, the Kansas Department of Revenue measured Andover's annual pull factor at 0.84 to 0.96, indicating the city has captured retail sales at a rate 4 to 16 percent lower than the statewide average. Taking into Andover's per capita and household income levels that exceed the statewide norms, the income adjusted pull factor for 2022 was 0.77, equating to sales 23 percent below the statewide average. The historical pull factors support that Andover residents shop outside of the community to meet much of their retail needs.

Through 2031, Andover's forecast population growth and per capita income levels are estimated to support net absorption of 220,000 square feet to 258,000 square feet of retail space, resulting in the development of an estimated 22 to 30 acres of commercial land. Future retail development in Andover is best suited along the U.S. Route 54/ 400 corridor.

Employment Market Overview

Office-related employment in the professional services, administrative, information, and finance, insurance, and real estate sectors account for 10.6 percent of Andover's total employment, compared to 18.9 percent statewide.

Industrial-related employment in the manufacturing, wholesale trade, transportation, and utilities sectors account for 4.6 percent of Andover's total employment, compared to 31.3 percent statewide.

According to CoStar, Andover supports a modest inventory of office space, totaling 132,502 square feet of building area. Office tenants serve the professional and healthcare needs of the local population. Since 2010, just one office building was constructed in Andover totaling 19,790 square feet of space and a net 15,405 square feet of space was absorbed. As Andover continues to grow the need for additional professional and medical office space will arise.

From a height of 17.2 percent in 2019, the Andover office market has improved gradually reaching a vacancy rate of 7.5 percent by year-end 2021. With no new office space absorption reported during the first half of 2022, the overall vacancy rate remained unchanged at 7.5 percent.

Andover supports a modest inventory of industrial development with the principal concentration surrounding the intersection of 13th Street and Andover Road. Of the current inventory of industrial space of 536,212 square feet, 91.2 percent is manufacturing and logistics/warehouse space. By the second quarter 2022, Andover's industrial space inventory was fully occupied. The absence of available space places constraints on the ability of existing industrial businesses to expand and prospective businesses to enter the market.

The most recent industrial construction in Andover occurred in 2011 with completion of a 30,000 square foot expansion of Vornado Air. By the close of the second quarter 2022, no industrial space was under construction or planned for near-term development.

Through 2031, Andover is forecast to support the construction of 37,000 to 47,000 square feet of office space and 200,000 to 248,000 square feet of industrial space.

Advantages of Andover in attracting office and industrial development include direct Interstate 35 and U.S. Route 54/400 access, educated workforce, proximity to Wichita, and adequate infrastructure. Through 2031, prospective locations for new office development are within the U.S. Route 54/ 400 and Andover Road corridors. Future industrial growth is best suited along the north and south sides of Interstate 35 interchange at Cross Road/213t Street. Sufficient land exists at this location to accommodate master planned industrial park development.

Residential Market Overview

Andover is a suburban community at the edge the Wichita MSA that is experiencing urban pressures and growth. Since 2000, the inventory of housing units in Andover has increased by 118 percent, totaling 4,639 housing units by 2020. Characteristics of Andover's housing include:

- Detached single-family housing accounts for 78.6 percent of Andover's housing stock, exceeding the statewide rate of 72.7 percent. Multi-family housing accounts for just 12.3 percent of Andover's housing stock compared to 18.4 percent for Kansas.
- Dwelling units with none or one-bedroom account for just 5.8 percent of Andover's total housing stock. Collectively, dwelling units with three or more bedrooms account for 83.5 percent of Andover's total housing stock. These housing characteristics illustrate the predominance of single-family housing occupied by families.
- During 2020, owner-occupied housing in Andover accounted for 77.2 percent of the entire occupied housing stock with renter-occupied accounting for 22.8 percent. By comparison, owner-occupied housing in Kansas accounts for 66.2 percent of the entire occupied housing stock with renter-occupied accounting for 33.8 percent.
- Homeowners in Andover are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes accounted for 95.0 percent of all occupied owner-occupied housing units. Meanwhile, just 34.3 percent renters occupy detached single-family homes.

- Properties with 10+ units are the most popular attached housing product for renters in Andover accounting for 28.2 percent of all renter-occupied units. Smaller multi-family properties with 2 to 4 units account for just 6.8 percent of all renter-occupied units.
- Andover's housing stock is newer than the statewide inventory with 45.7 percent of the existing inventory built since 2000 and just 6.2 percent built prior to 1960. By comparison, 16.2 percent of the state's housing stock was built since 2000 with 34.3 percent built prior to 1960. Andover's newer housing stock can be attributed to the population growth and accelerated new housing construction since 2000.
- Since 2011, the median housing value in Andover has exceeded the statewide norm. By 2020, Andover's median value of \$212,200 compared to \$157,600 for Kansas. Andover's large stock of new housing accounts for the above average median value.
- Homes in Andover valued under \$150,000 account for just 19.5 percent of the housing stock, compared to 47.0 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 55.1 percent of Andover's housing stock compared to 36.6 percent statewide.

Andover has seven large-scale apartment properties totaling 498 dwelling units, including 414 market-rate units and 84 income-based units. Throughout the past decade the apartment properties have operated at a healthy vacancy rate well below the Wichita MSA norm. By the second quarter 2022, no apartments were available for lease in Andover's seven apartment properties. By comparison, the Wichita MSA apartment market was operating at a vacancy rate of 5.8 percent.

Andover, Kansas Large-Scale Apartments

Property	Year Built	# of Units
Market-Rate Properties		
Sunstone Apartment Homes	2014	208
Cloudridge	1977	96
Andover Crossing	2000	80
1502-1540 N. East Street	1945	16
901 W. Onewood Place	2017	14
Income-Based Properties		
Sunflower Senior Apartments	1985	47
Summerfield Senior Residences		37
Total Unit Inventory		498

Source: CoStar.

In the coming decade Andover is anticipated to support escalating levels of new home construction as the Wichita MSA continues to expand, and buyers seek an improved quality of life, excellent school system, and new single-family housing. As the housing market matures a wider range of housing product and price points will be supportable, including move-up single-family homes, smaller lot attached and detached housing, townhomes, large-scale apartment properties.

Study Conclusions

Based on the findings of the *Economic and Market Analysis*, 10-year demand projections in Andover, Kansas were forecast for commercial and industrial space and residential housing, and citywide development opportunities identified.

Commercial, Industrial, and Residential Demand Projections

The text to follow summarizes demand through 2031 in the City of Andover for commercial and industrial space as well as residential housing units.

Retail, office and industrial space and residential housing unit demand were forecast for the City of Andover, Kansas through the year 2031. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2031, Andover's increased population will generate additional retail sales capable of supporting 220,000 to 258,000 square feet of new retail space.

From 2022 through 2031, office-related job growth in Andover will support the need for 37,000 to 47,000 square feet of owner-occupied and speculative office space.

By 2031, industrial job growth in Andover will support the need for 200,000 to 248,000 square feet of owner-occupied and speculative industrial space.

Through 2031, Andover's forecast population growth and latent demand will generate the need for 1,770 to 2,102 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Demand Andover, Kansas; 2022 to 2031

	Growth 2022-2031		Net Gain	
	Population	Jobs	Conservative	Optimistic
Retail	3,752 - 4,517		220,000 SF	258,000 SF
Office		174 - 202	37,000 SF	47,000 SF
Industrial		157 - 202	354,000 SF	528,000 SF
Housing	3,752 - 4,517		1,770 DUs	2,102 DUs
Ownership Units			1,239 DUs	1,471 DUs
Rental Units			531 DUs	631 DUs

Through 2031 the City of Andover is estimated support the development of 448 acres to 454 acres of land under the conservative scenario and 534 acres to 541 acres under the optimistic scenario.

**Forecast Land Area Absorption in Acres
Andover, Kansas; 2022 to 2031**

Land Use	Conservative	Optimistic
	Scenario	Scenario
Retail	22 - 25	26 - 30
Office	3-4	4-5
Industrial	11-13	14-16
Single-Family Residential	384	456
Multi-Family Residential	28	34
Total Acres	448 - 454	534 - 541

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Andover, Kansas for retail, office, industrial, and housing were identified.

Given Andover's topography, floodplains, freeway and highway access, existing land use patterns, inventory of vacant land, and availability of infrastructure, over the next ten years urban expansion will favor the northern, eastern, and southern portions of the city. Limiting factors for the city's future urban growth include its small size (10.6 square miles), presence of just one Interstate 35 interchange, and presence of Sedgwick county at the western border. Annexation of properties outside of the current city boundaries into the adjacent subdivision areas would accommodate future urban development opportunities.

The intersection of U.S. Route 54/400 and Andover Road represents Andover's Main-and-Main location. It is here, as well as the balance of the U.S. Route 54/ 400 corridor, that the potential exists to support a more intense mix of land uses and development densities. Prospective land uses include, retail, professional office, and high-density residential in the form of townhomes, condominiums, and apartments. Mixed-use buildings with ground floor commercial and offices or residential in the upper floors would be appropriate.

Future planned development along the U.S. Route 54/ 400 corridor includes the Heritage mixed-use project with 1.5 million square feet of commercial and residential space and Heritage Square with 40,000 square feet of commercial space. The initial phase of Heritage is now underway and its mixed-use design and proximity to Andover Central Park, Andover Library, City Hall provides the opportunity to create placemaking and a city center that is walkable and vibrant.

The balance of the U.S. Route 54/ 400 corridor is ideal for a mix of retail, employment, single-family homes, and high-density residential. Commercial and high-density residential uses are best positioned along the U.S. Route 54/400 frontage, with lower intensity land uses such as townhomes, attached patio homes, and single-family housing located at the perimeter of the corridor. Sufficient land exists to accommodate large-scale mixed-use and business park development. Open space and recreational uses should also be incorporated into the corridor with the goal of creating a city center and an identify for Andover.

Retail businesses in Andover are located along Andover Road with the principal concentrations at the U.S. Route 54/400 and Central Avenue interchanges. Future retail development in Andover is best suited along the U.S. Route 54/ 400 corridor with the potential to accommodate large-scale retail uses. The intersection of Andover Road and 2pt Street is best suited for neighborhood scale retail development.

Creating employment opportunities should be a priority of the Andover Comprehensive Plan update. A current constraint for economic growth in Andover is the limited inventory of commercial and industrial space available

for lease and immediate occupancy. Creating additional development sites for industrial and office uses will be key in fostering future economic growth.

Andover Road serves as the city's office district occupied by professional service and healthcare. Through 2031, prospective locations for new professional office development in Andover are best suited within the U.S. Route 54/ 400 corridor between 159th Street and Prairie Creek Road. as well as Andover Road north of 13th Street. The land on both sides of U.S. Route 54/ 400 immediately east of Prairie Creek Road would offer a unique business park location featuring open space associated with the floodplain.

The Kansas Medical Center at 2pr Street and Keystone Parkway supports healthcare uses. Continued expansion of the Kansas Medical Center hub is possible at the northwest and southeast corners of 2Pt Street and 159th Street.

The principal concentration of industrial development in Andover is at the intersection of 1Yh Street and Andover Road. Future industrial growth is best suited along the north and south sides of Interstate 35 interchange at Cross Road/2Pt Street. Sufficient land exists at this location to accommodate master planned industrial park development.

As an effective means to attract and support future professional office and industrial development, large-scale industrial parks and business parks are encouraged. Uniform infrastructure, signage, and building design standards are encouraged that would provide for a desirable business environment and elevated image suitable for attracting logistics, light manufacturing, R&D, and office uses. Shovel ready sites would also allow the City to respond quickly to inquiries by businesses seeking to locate a facility.

Andover's existing housing stock consists predominantly of single-family housing. Providing the opportunity to support a wider mix of both owner-occupied and rental housing products suitable for accommodating a broader population should be a priority. A more diverse housing stock of varying densities would also improve Andover's economic development efforts. Examples of potential housing types include medium and low-density detached single-family homes, attached twin homes, duplexes, fourplexes, patio homes, townhomes, garden apartments, large-scale apartment communities, and residential as a component of mixed-use development.

Given the presence of existing infrastructure and a large inventory of vacant land, over the next ten years, the southern portion of Andover will continue to support single-family subdivisions concentrating on medium and low-density development.

Continuation of the Yorktown Parkway from U.S. Route 54/ 400 north to 13th Street would create new development opportunities for residential subdivisions in the far eastern portion of Andover with neighborhood commercial nodes at key interchanges such as Central Avenue and 13th Street.

Infrastructure and vacant land exist at the northern portion of Andover capable of supporting traditional single-family subdivisions of varying densities.

Infill housing and the rehabilitation of existing housing within older, established neighborhoods in Andover should be a priority. Potential infill housing types include detached single-family homes, attached twin homes, townhomes, and small multi-family properties,

Large-scale apartment sites are best located along major transportation corridors and within mixed-use urban projects. Apartments as a component of mixed-use development is appropriate.

Given Andover's large population of residents 65 years and older the future need for additional senior housing will emerge, including independent living, assisted living, nursing home, and memory care facilities.

Continued development of park and recreational facilities is recommended to keep pace with the needs of a growing population. The 15.6-mile Redbud Trails runs from Wichita to Augusta with a trailhead point in Andover

south of Interstate 35 at Patricia Lane. Spurs off the Redbud Trail leading to commercial centers and residential neighborhoods should be considered. Potential amenities along the trail include overnight camping sites and food and beverage outlets.

Uniform infrastructure, signage, and landscape design along Andover's major arterial streets (i.e., Andover Road, 13th Street, and 21st Street) along with "gateway" features would assist in creating a sense of place and distinguish Andover from neighboring communities.

To enhance the character of future development in the adoption of building and signage design standards should be considered that reflect the image the City desires and is attempting to achieve.

ECONOMIC AND MARKET ANALYSIS
CITY OF ANDOVER COMPREHENSIVE PLAN
ANDOVER, KANSAS

October 2022

INTRODUCTION

As a sub-consultant, Olsson, Inc. has retained Canyon Research Southwest, Inc. to assist in the preparation of the City of Andover, Kansas Comprehensive Plan Update. The sub-consultant agreement calls for the following scope or work.

1. An economic and market analysis that evaluates the potential for the City of Andover to support future development of a variety of land uses and housing types.
2. Attendance at a visioning and planning workshop.
3. Land use recommendations resulting from the findings of economic and market analysis and visioning and planning workshop.

Study Objective and Scope of Work

The *Economic and Market Analysis* evaluates the historic, current, and future demographic, economic, and real estate market forces that influence the City of Andover's ("Planning Area") future urban growth patterns. The report consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The *Demographic and Economic Analysis* section of the study assists in identifying demographic and economic trends impacting the future demand in Andover, Kansas for commercial and industrial space as well as residential housing units. Demographic characteristics and economic forces evaluated include population growth, age distribution, household composition, household income, educational attainment, and employment composition.

The *Market Analysis* portion of the study evaluates competitive retail, professional office, industrial, and residential market trends impacting the City of Andover. The market trends for each prospective land use were evaluated by quantifying such market forces as the current inventory of housing units and commercial/industrial space, historical construction activity and net absorption of commercial space and housing units, and development patterns.

Based on the study findings, 10-year demand projections were prepared for Andover quantifying the need for additional retail, office, and industrial space as well as residential housing units. Based on the results of the real estate demand projections, land absorption is estimated, and future land use patterns and development opportunities identified.

Planning Area Defined

The City of Andover, Kansas ("Planning Area") is located within the eastern portion of the Wichita MSA and occupies 10.6 square miles in western Butler County. Interstate 35 and U.S. Route 54/400 provide Andover with convenient access to the balance of the Wichita MSA.

G. M. Pattison homesteaded the land that became the original plot on which Andover was built. In August 1872, Pattison was given title to this property. In February 1876, the land was sold to Mr. and Ms. Ephraim Waggoner. In January 1880, Mr. and Ms. Waggoner deeded 40 acres to Charles Glancey who platted the original townsite in February 1880. The legally established townsite was known as Cloud City, named after Mr. Cloud, a well-respected citizen and railroad engineer. He helped build the St. Louis-San Francisco Railroad through town. The name of the town was changed from Cloud City to Andover on June 7, 1880.

On April 26, 1991, an F5 tornado left a trail of destruction through parts of Kansas, including south Wichita and Andover. Widening to nearly one-half mile, with winds over 260 miles per hour. The twister ripped through Andover, killing 13 residents. A third of the 4,300 residents were left homeless. Over 300 homes, 10 businesses

and two churches were destroyed. On April 29, 2022, Andover was hit by an EF-3 tornado with peak winds of 155 miles per hour. The tornado's maximum width was 400 feet with a path length of 12.75 miles.

Andover is a suburb of Wichita and is the eastern most city in Butler County which has a population of 67,380 residents. The continued expansion of the Wichita MSA is anticipated to fuel Andover's future population and urban growth. A comparison of the City of Andover and Wichita MSA demographic characteristics is provided in the table on page 3.

Compared to the State of Kansas, Andover is much more of a tradition family community with family households accounting for 77.5 percent of all households and married couples representing 70.5 percent. Given the high percentage of families, Andover's adolescent and young adult populations are larger than the statewide averages. Andover's population is more educated with 50.1 percent of all residents ages 25+ attaining a bachelor's degree or better, compared to 34.3 percent for Kansas. Because of the well above average educational attainment Andover's median household income exceeds the statewide level with 40.9 percent of households earning \$100,000 or more annually.

The city boundaries encompass approximately 10.6 square miles of land area. Andover supports a current population of 14,892 residents. Population growth in Andover has accelerated over the past two decades, up from 6,698 residents in 2000. Approximately 8,000 commuters and 4,000 students daily travel between Andover and Wichita.

Andover and State of Kansas Demographic Trends

Demographic Characteristic	City of Andover	State of Kansas
Population		
2000 Census	6,698	2,688,418
2010 Census	11,791	2,853,118
2020 Census	14,892	2,937,880
Households by Type (2021)		
Total Households	4,621	1,153,738
Family Households	77.5%	66.0%
Married Couple Family	70.5%	51.1%
With Own Children	37.8%	22.5%
Nonfamily Households	4.9%	6.2%
Householder Living Alone	19.6%	27.8%
All Households with Children	49.1%	33.2%
Distribution of Population by Age (2021)		
0-14 Years	23.2%	19.7%
15-24 Years	12.2%	13.4%
25-34 Years	14.9%	13.5%
35-44 Years	13.9%	12.5%
45-54 Years	11.9%	11.4%
55-64 Years	11.9%	12.6%
65+ Years	12.3%	17.1%
Distribution in Household Income (2021)		
Less than \$15,000	7.3%	9.3%
\$15,000 - \$24,999	2.3%	8.2%
\$25,000 - \$34,999	6.4%	8.8%
\$35,000 - \$49,999	12.3%	13.2%
\$50,000 - \$74,999	15.3%	19.3%
\$75,000 - \$99,999	15.6%	13.7%
\$100,000 - \$149,999	24.4%	15.6%
\$150,000 - \$199,999	7.9%	5.9%
\$200,000+	8.6%	6.0%
Median Household Income	\$83,518	\$61,084
Educational Attainment for Residents 25+ Years (2021)		
Total Population 25+	8,680	1,978,630
Less than 9th Grade	2.4%	3.2%
9th - 12th Grade, No Diploma	2.7%	4.7%
High School Graduate	13.8%	22.3%
GED/Alternative Credential	1.7%	4.2%
Some College. No Degree	20.1%	22.2%
Associate Degree	9.1%	9.1%
Bachelor's Degree	29.4%	21.9%
Graduate/Professional Degree	20.7%	12.4%

Source: Esn Business Analyst and U.S. Census.

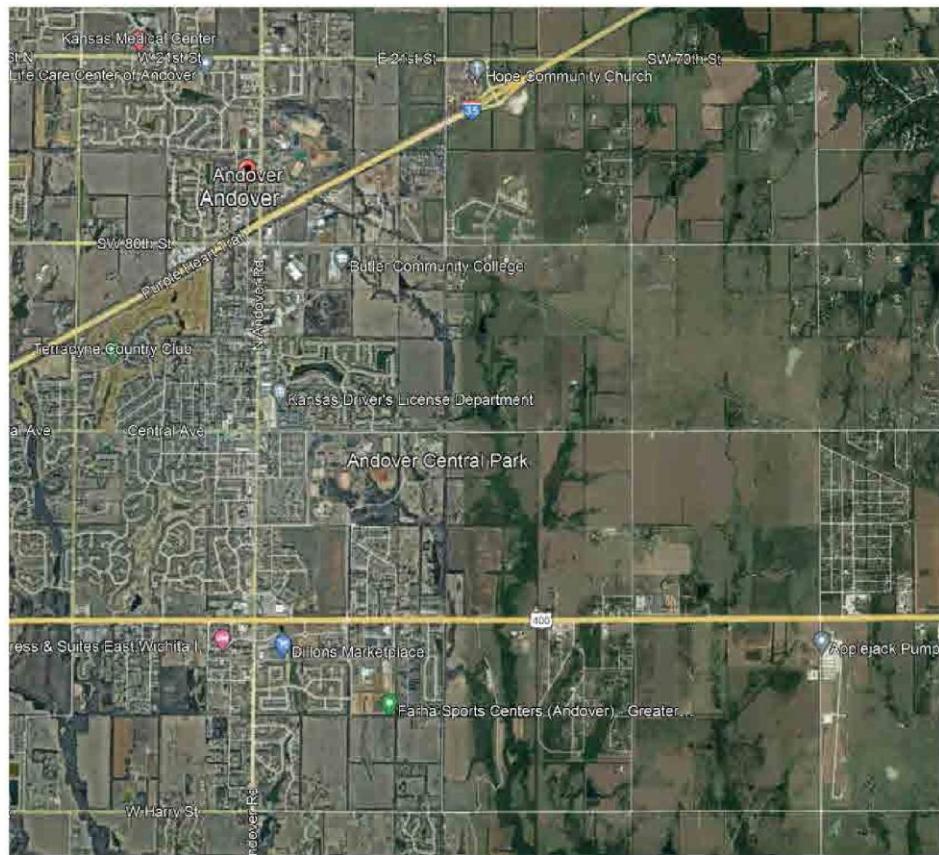
The aerial photograph on page 5 illustrates Andover's land area. The City of Wichita and Sedgwick County serve as Andover's western boundary with urban development right to its doorstep. The City of Augusta, a community of 9,256 residents, is located several miles east of Andover.

The City of Andover's zoning map on page 6 depicts the city's current urban development as predominantly residential with Andover Road serving as the principal commercial corridor with a major hub located at the intersection with U.S. Route 54/400. The area surrounding the Interstate 35 and Andover Road supports the largest concentration of industrial land uses and development activity.

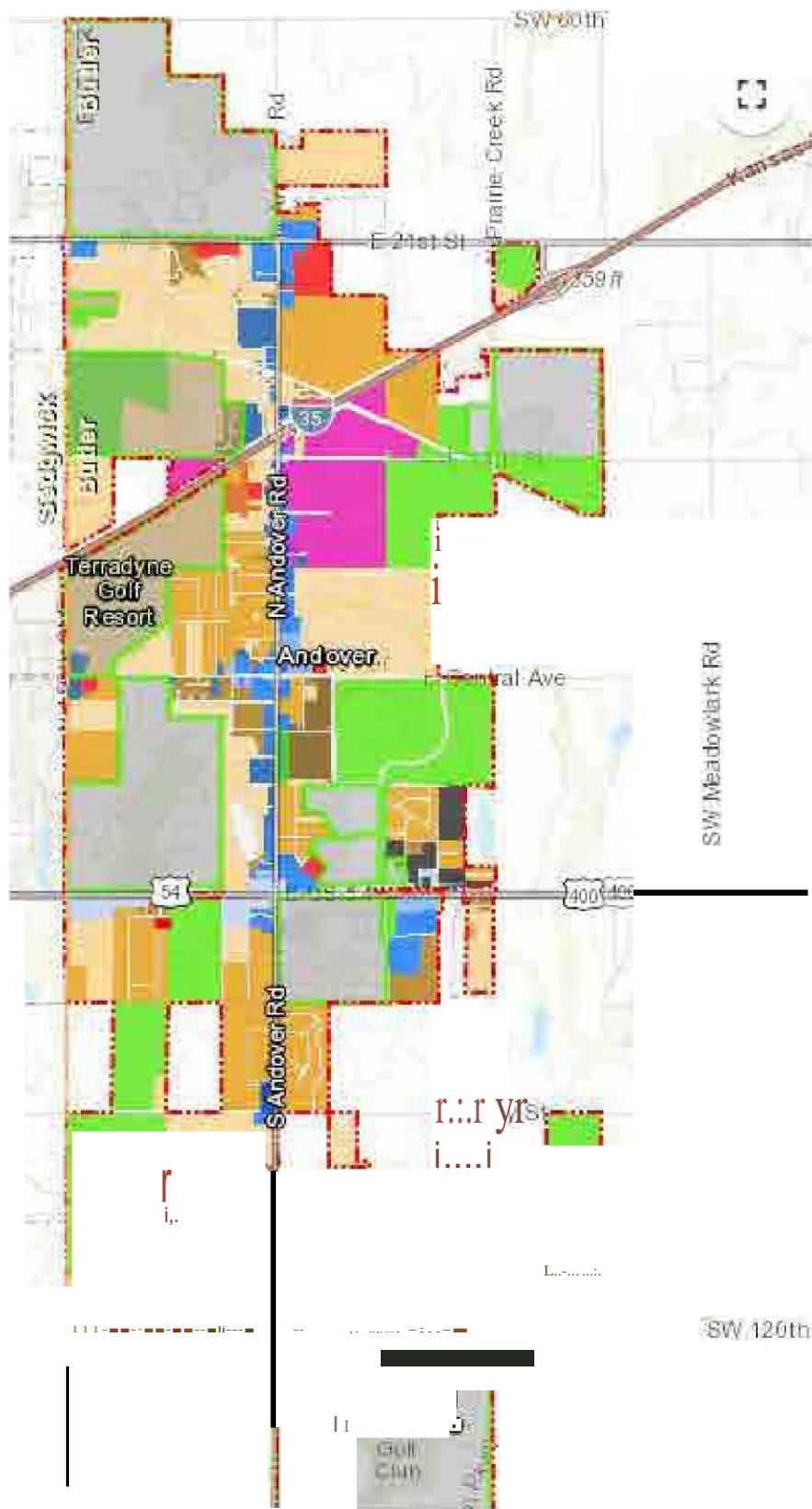
Andover's residential housing stock totals 4,639 dwelling units comprised of 78.6 percent detached single-family housing units, 4.4 percent attached single-family dwellings, 2.5 percent duplex units, 22.8 percent multi-family dwelling units, and 4.7 percent mobile homes. Nearly two-thirds of all dwelling units in Andover were built between 1990 and 2013, with only 6.2 percent of all housing units built prior to 1950. Owner-occupied housing account for 77.2 percent of Andover's occupied housing stock, compared to 66.2 percent statewide.

Interstate 35 and U.S. Route 54/400 provide direct vehicular access from Andover west to Wichita. Over the past several decades Butler County has experienced steady population growth with Interstate 35 serving as a major commercial and employment corridor.

City of Andover, Kansas Aerial Photo



City of Andover, Kansas Zoning Map



ECONOMIC AND DEMOGRAPHIC ANALYSIS

This section of the study examines the economic and demographic factors impacting real estate development patterns in the City of Andover, Kansas. Historic demographic trends were provided by the U.S. Census Bureau with 2021 estimates and 2026 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying Andover's economic and demographic characteristics will assist in forecasting the future demand for commercial and industrial space as well as residential housing units.

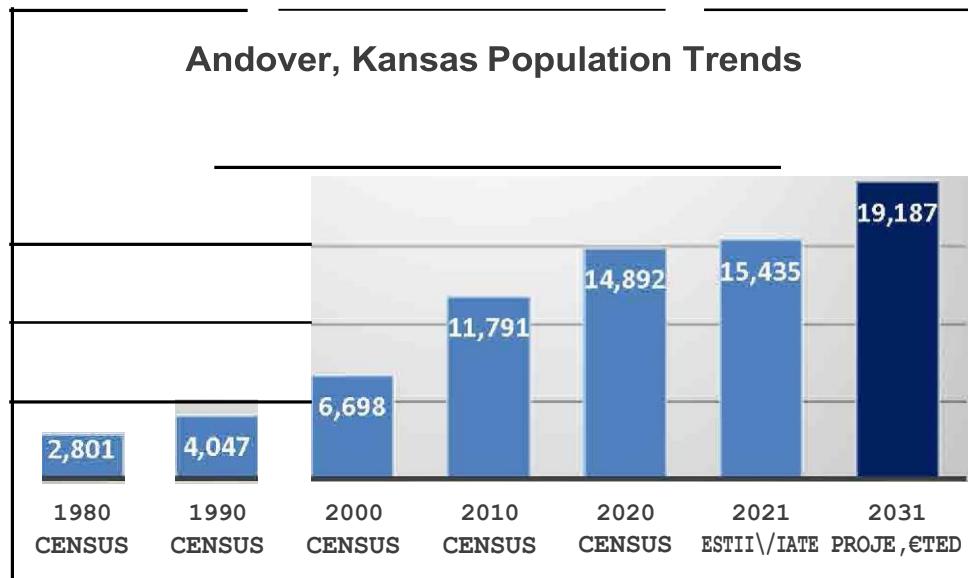
Population Growth Trends

Andover's smalltown environment at the edge of the Wichita MSA offers convenient access to jobs, shopping, and entertainment. Andover's population began accelerating during the 1990's, adding 1,246 residents; a 44.5 percent increase. Population growth peaked during the 2010's with the addition of 5,093 new residents. From 2010 through 2020, Andover's population grew 26.3 percent, adding 3,101 residents for a total population of 14,892 residents.

Andover's future population growth was estimated based on such factors as continued job growth in Butler County and Sedgwick County, the availability of developable residential land, and continued urban expansion of the Wichita MSA. The Wichita Area Metropolitan Planning Organization (WAMPO) forecasts that Andover's population in 2035 will be 19,231.

A limiting factor in Andover's future population growth will be its small geographic area of 10.6 square miles. Future annexation would support increased population growth.

The U.S. Census estimated Andover's 2021 population at 15,435 residents. By 2031, Andover's population is conservatively forecast to add 3,752 new residents. Under a more optimistic scenario Andover's population will grow at an annualized rate of 2.6 percent, yielding 4,517 new residents through 2031.



Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail expenditures and housing needs. According to Esri Business Analyst, as of 2021 an estimated 4,641 households resided in Andover with an average household size of 2.86 persons. Family households account for 77.5 percent of all households with 49.1 percent of all households having children present. Married couple families account for 63.0 percent of all households, of which 37.8 percent had related children.

Over the past six decades the average household size in the United States has declined steadily, from 3.33 persons in 1960 to 2.52 persons by 2020. This declining household size has played a factor in changing housing needs.

Andover's average household size of 2.86 persons is supported by the high rate of families and married couples with children. The table below provides a comparison of households by type for the City of Andover and State of Kansas.

City of Andover Households by Type

Household Type	City of Andover	State of Kansas
Total Households	4,621	1,141,985
Family Households	77.5%	65.3%
Married Couple Households	70.5%	50.5%
With Related Children	37.8%	20.7%
Other Family (No Spouse Present)	14.7%	16.7%
With Children Present	10.8%	11.0%
Householder Living Alone	19.6%	28.3%
All Households with Children	49.1%	31.8%
Average Household Size	2.86	2.44
Average Family Size	3.32	3.00

Source: Esri Business Analyst.

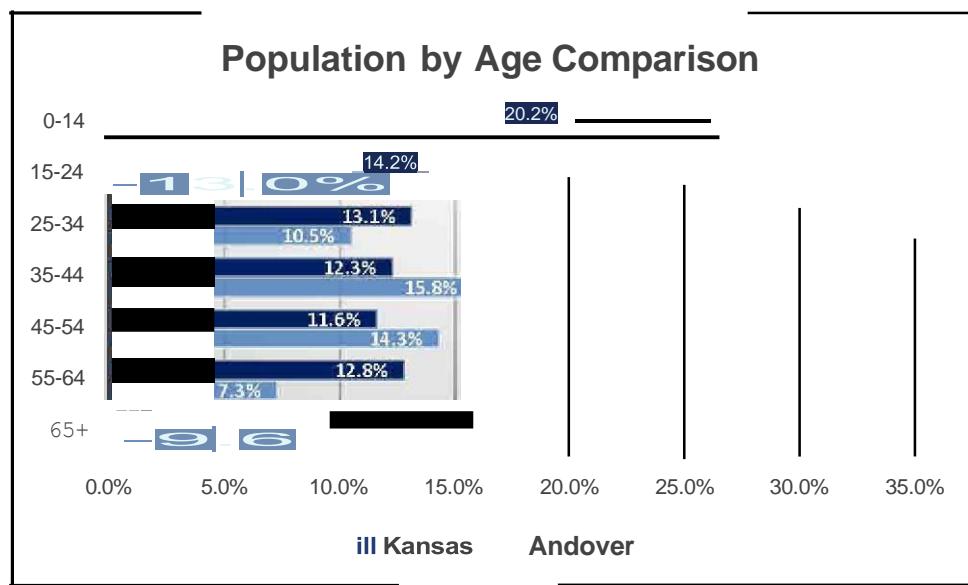
When compared to that of the State of Kansas, Andover's household composition possesses well above average rates for both of families and married couples with children and below average householders living alone.

Andover's household composition characteristics suggest a propensity for detached single-family housing.

Population Age Distribution

Age is a key factor in consumer identity, since consumption patterns, housing needs, and financial situation can change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States is expected to have an important impact on the retailing and housing industries.

The bar chart below provides a comparison of the Andover and Kansas population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.



Esri Business Analyst estimates that in 2021 family/working adults ages 35 to 44 years comprised 15.8 percent of Andover's population, compared to the statewide norm of 12.3 percent. Another major deviation is Andover's children population share of 29.6 percent far exceeded the statewide rate of 20.2 percent. Andover supports a lower percentage of young adults ages 25 to 34 years and empty nesters ages 45 to 64 years. Andover's age composition indicates it is a community of young families with children.

Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel, accessories, and groceries. This age group accounts for 29.6 percent of the Andover population which exceeds the statewide average due to the rate of family households and married couples with children present.

The adolescent population ages 15 to 24 is a key demographic for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 13.0 percent of the Andover population. By comparison, adolescents account for 14.2 percent of the Kansas population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 10.8 percent of the Andover population which compares to the statewide rate of 13.1 percent.

The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 15.8 percent of the Andover population, compared to 12.3 percent of the statewide population. Andover's family/working adult population has a significant impact on the local workforce, retail goods and services, and housing market.

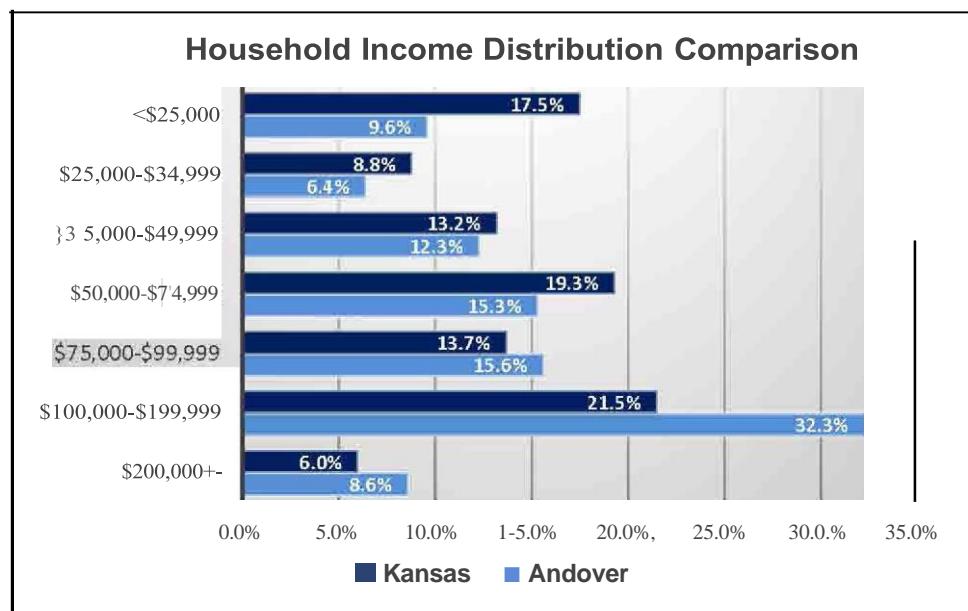
The empty nester population is defined as those individuals ages 45 to 64 years. Andover's population ages 45 to 54 years account for 14.3 percent of the total population, compared to 11.6 percent statewide. Meanwhile, individuals ages 55 to 64 years account for 7.3 percent of Andover's population, compared to 12.8 percent statewide. These empty nester age groups provides opportunities for home downsizing, restaurants,

entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Residents 65+ years of age account for just 9.6 percent of the Andover population, compared to 15.8 percent of the statewide population. The senior population poses a growing market for healthcare, senior housing, and downsized housing.

Household Income Distribution

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for the City of Andover and State of Kansas are outlined in the bar chart below.



Andover's median household income of \$83,518 compares to \$61,084 for Kansas, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$100,000 or more.

Only 9.6 percent of Andover households earn less than \$25,000 annually with 6.4 percent of households earning \$25,000 to \$34,999 annually. By comparison, 17.5 percent of households statewide earn less than \$25,000 annually with 8.8 percent earning \$25,000 to \$34,999 annually. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance.

Only 1.2 percent of rental housing rents for \$500 to \$999 per month, requiring annual household incomes under \$25,000. About 15.2 percent of rental housing rents for \$500 to \$999 per month, requiring annual household incomes of \$25,000 to \$34,999. The median rent in Andover of \$1,451 per month as reported by the U.S. Census requires annual household incomes of approximately \$50,000.

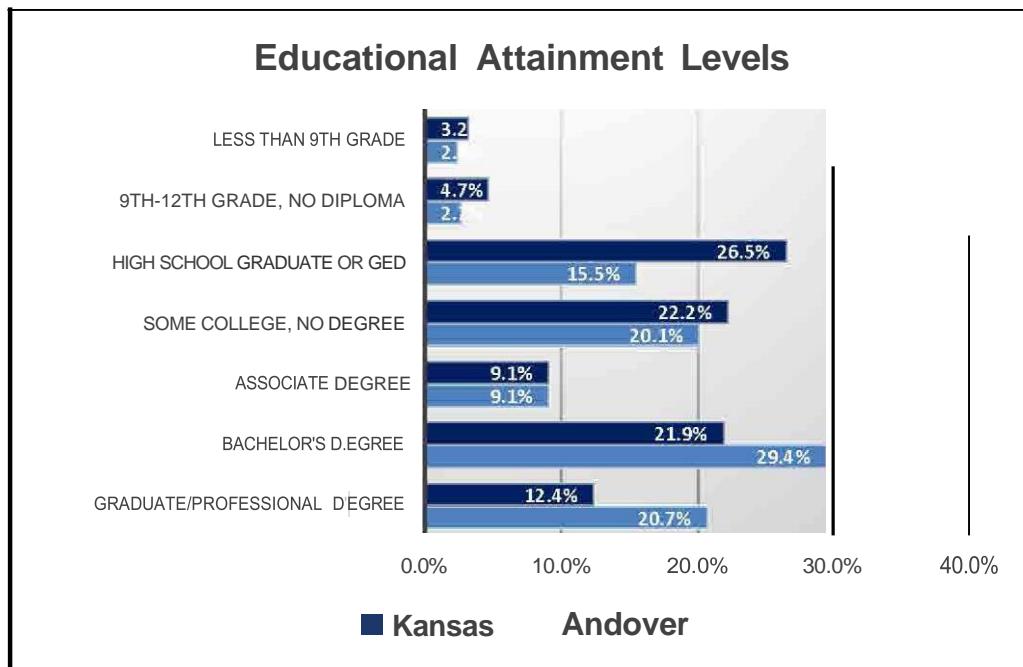
High-income households earning \$100,000+ account for 40.9 percent of Andover households compared to 27.5 percent statewide. Andover's high-income households represent potential demand for luxury for-sale housing priced more than \$500,000 as well as luxury automobiles, retail goods and services, travel, and entertainment.

Andover's entry-level housing valued between \$100,000 and \$199,999 accounts for 27.6 percent of the total housing stock. Based on standard lending practices, households earning \$50,000 to \$74,999 represent the entry-level, for-sale housing. An estimated 15.3 percent of Andover households earn \$50,000 to \$74,999, compared to 19.3 percent statewide.

Educational Attainment

Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart on the following page provides a comparison of educational attainment levels between Andover and State of Kansas as provided by Esri Business Analyst.

Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.



The Andover population is much more educated than the overall Kansas population with 59.2 percent of residents 25+ years of age attaining an Associate degree or higher compared to 43.4 percent statewide. Conversely, only 20.6 percent of Andover residents attained a high school diploma or less compared to 34.4 percent of the statewide population.

Andover's high educational attainment levels have a positive impact on achievable income levels, retail expenditures, and housing values and rents. The population's educational attainment is best suited to attract new industry in the information, finance, professional, scientific, and healthcare sectors.

Employment Trends

Since gains in employment fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing values, reduced commute times, and higher quality of life can motivate employees to relocate to the community where their job exists.

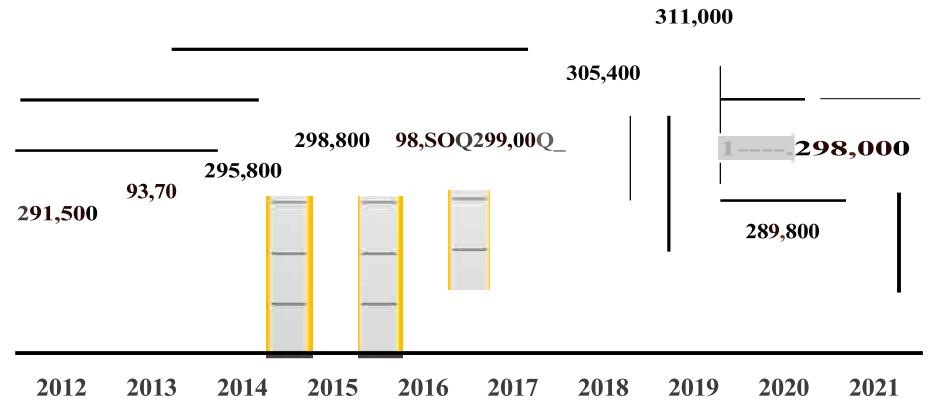
The Greater Wichita region is home to some of the world's most recognizable brands, including the two largest privately held companies in the U.S., Cargill Protein and Koch Industries. The area also hosts two of the top general aviation OEMs - Bombardier Learjet and Textron Aviation, as well as Spirit AeroSystems, the world's largest independent producer of commercial aircraft structures and the largest employer in the region. A list of the Wichita area's largest private employers is provided in the table on the following page.

Wichita Area Major Private Employers

Company	FTE Jobs	Primary Services
Spirit AeroSystems	9,500	Aircraft Assemblies
Textron Aviation (Beechcraft and Cessna)	9,000	Aircraft Manufacturer
Ascension Via Christi	5,400	Health Care
McConnell Air Force Base	3,500	Air Force Base
Koch Industries	3,300	Global HQ -- Diversified
Johnson Controls	2,000	Air-Conditioning Manufacturing
Wesley Healthcare	1,800	Full Range Health Services
Cargill Meat Solutions Corp.	1,100	Food Production and Processing
Cox Communications	1,100	Broadband Communications

Andover is a commuter community with 8,000 daily commuters traveling between Andover and Wichita. Therefore, employment growth in the Wichita MSA will play a key role in generating future population growth within Butler County and the City of Andover. As illustrated in the bar chart below, from 2012 through 2019 the Wichita MSA added 19,500 new jobs. Stemming from the COVID-19 pandemic, during April 2022 the Wichita MSA sustained the loss of 39,700 jobs. By year-end 2021, the Wichita MSA had regained 23,300 of the jobs lost, adding another 8,200 jobs. Despite these job gains, by year-end 2021 the Wichita MSA's total employment of 298,000 jobs was still below the pre-pandemic level.

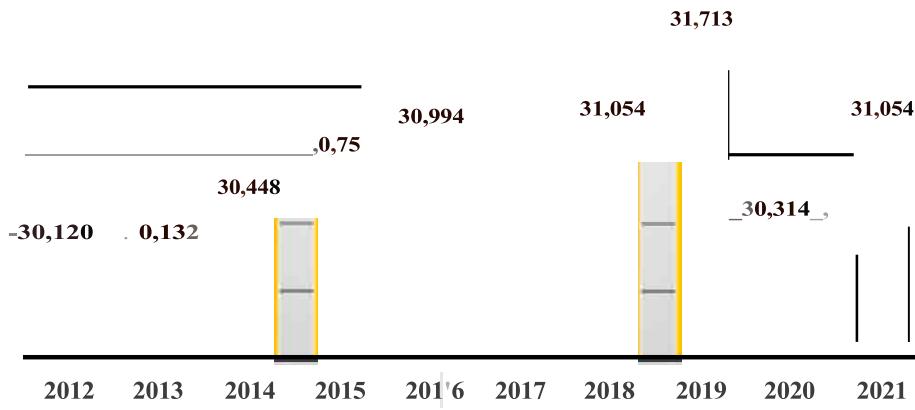
Wichita, Kansas MSA Employment Trends



Andover is located within Butler County, Kansas which is a part of the 4-county Wichita MSA with a population of 648,000 residents and employment of 311,700 jobs.

From 2012 through 2021, employment levels for Butler County remained relatively steady adding 934 jobs. During 2020, resulting from the COVID-19 pandemic the county's employment base declined by 4.4 percent with the loss of 1,399 jobs. By March 2022, a total of 1,001 new jobs had been created. The bar chart of the following page illustrates the annual employment levels for Butler County from 2010 through 2021.

Butler County, Kansas Employment Trends



On an average annual basis, Butler County's unemployment rate increased from 3.2 percent in 2019 to 6.4 percent in 2020 due the job loss associated with the pandemic. By March 2022, the county's unemployment rate improved to 3.5 percent.

The City of Andover is home to several principal employers, the largest being the USD 385, Kansas Medical Center, and Sherwin-Williams. A list of Andover's largest employers is provided in the table below.

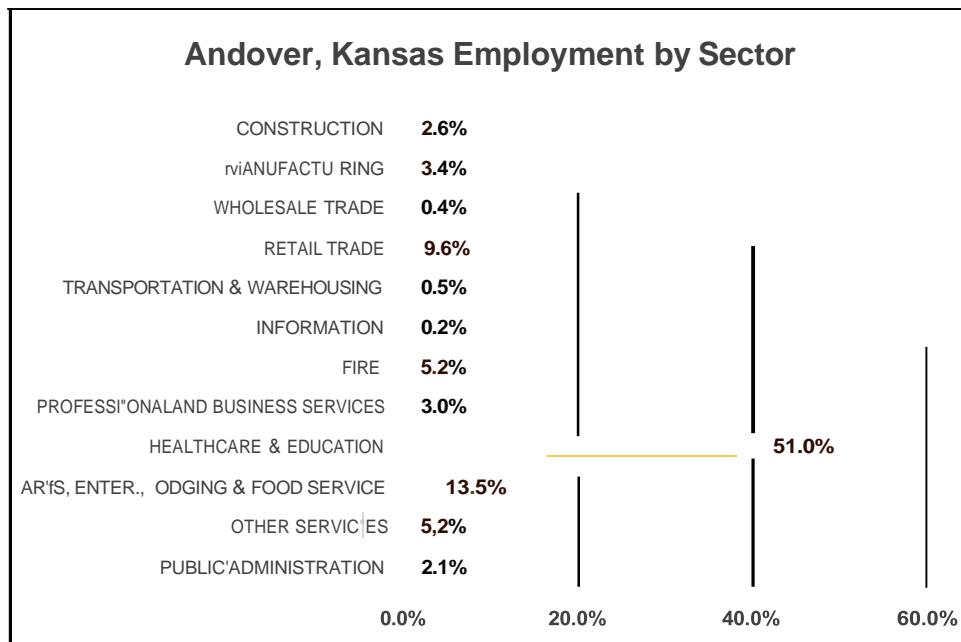
Andover, Kansas Major Employers

Principal Employers	# of Jobs
USD 385	567
Kansas Medical Center	269
Sherwin-Williams Co.	15
Butler Community College	134
Life Care Center of Andover	132
Victoria Falls	128

Source: City of Andover.

According to Esri Business Analyst, 433 businesses in Andover create 4,601 total jobs. Leading employment sectors in Andover include:

1. Healthcare and Education
2. Arts, Entertainment, Lodging & Food Services
3. Retail Trade
4. Finance, Insurance and Real Estate
5. Other Services



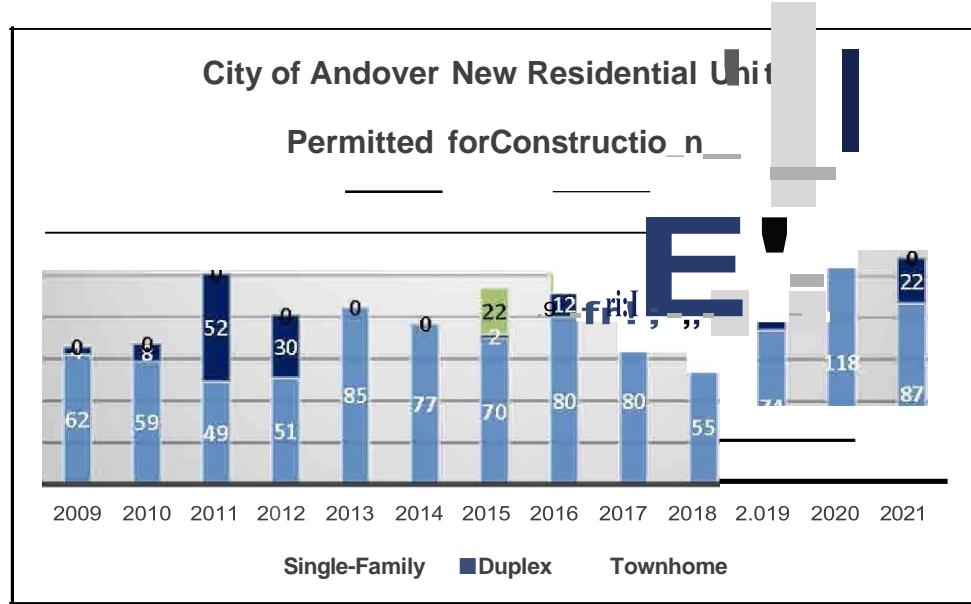
Compared to statewide norms, Andover possess well above average employment in the education and healthcare and arts, entertainment, lodging and food services sectors. The high rate of education and healthcare employment stems from the presence of USD 385, Butler Community College, and Kansas Medical Center.

Over the decade employment growth in Andover is anticipated to accelerate as the Wichita MSA continues to expand with suburban communities capturing larger shares of population and job growth. Given Andover's current employment base of 4,601 jobs, at average annual growth rates of 1.75 percent to 2.25 percent, employment growth through 2031 is forecast at 872 to 1,008 jobs.

Construction Activity

Total annual new residential construction activity permitted by the City of Andover from 2009 through 2021 is illustrated by the bar chart on the following page. The data is segmented by the number of dwelling units for single-family, duplex, and townhome. From 2009 through 2021 a total of 1,261 residential dwelling units were permitted for construction in Andover, including 947 single-family homes, 280 duplex units, and 34 townhomes.

Residential construction activity in Andover peaked from 2013 to 2016 with the construction of 357 new residential dwelling units. During that time new single-family home construction was the principal driving force in construction activity. Residential construction rebounded from 2019 through 2021 spurred by record low mortgage rates and hot new housing market.



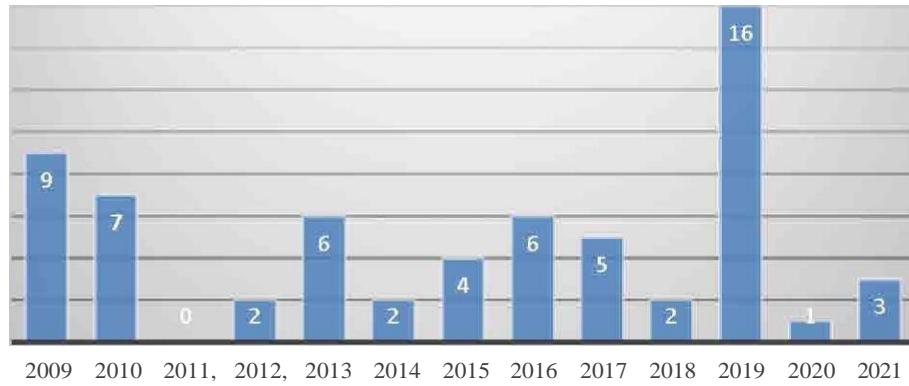
From 2009 through 2021, 947 single-family housing units were permitted for construction by the City of Andover. From 2010 through 2012 annual permitting volumes ranged from just 49 to 59 single-family homes as the national housing market was recovering from the housing bust of the late 2000's.

Starting in 2013, new house construction activity began to accelerate with the issue of 85 single-family home building permits. New single-family construction remained active through 2017 ranging from 70 to 80 dwelling units permitted annually. By 2018, new single-family construction declined to just 55 dwelling units.

Despite the negative impacts of the COVID-19 pandemic on the national economy, single-family construction reached a high of 118 homes permitted in 2020. New home construction activity remained strong through the first four months of 2022 with 35 single-family homes permitted, valued at \$15.2 million.

From 2009 through 2021, permits for the construction of 63 new commercial buildings were issued by the City of Andover. Commercial construction activity peaked in 2019 when permits were issued for 16 buildings.

City of Andover New Commercial Building Permits Issued



To conclude, Andover is located within Butler County which is included in the Wichita MSA. Interstate 35 and U.S. Route 54/ 400 are primary transportation corridors providing Andover residents with convenient access to jobs, shopping, and entertainment. Andover's smalltown environment at the edge of Sedgwick County, high quality of life, excellent school system, and inventory of newer housing provides the opportunity to support continued population and employment growth. Over the next ten years Andover is anticipated to experience increased urban pressures leading to escalating population and employment growth.

MARKET ANALYSIS

The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting Andover, Kansas. The market trends for each prospective land use were evaluated and the long term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development in Andover.

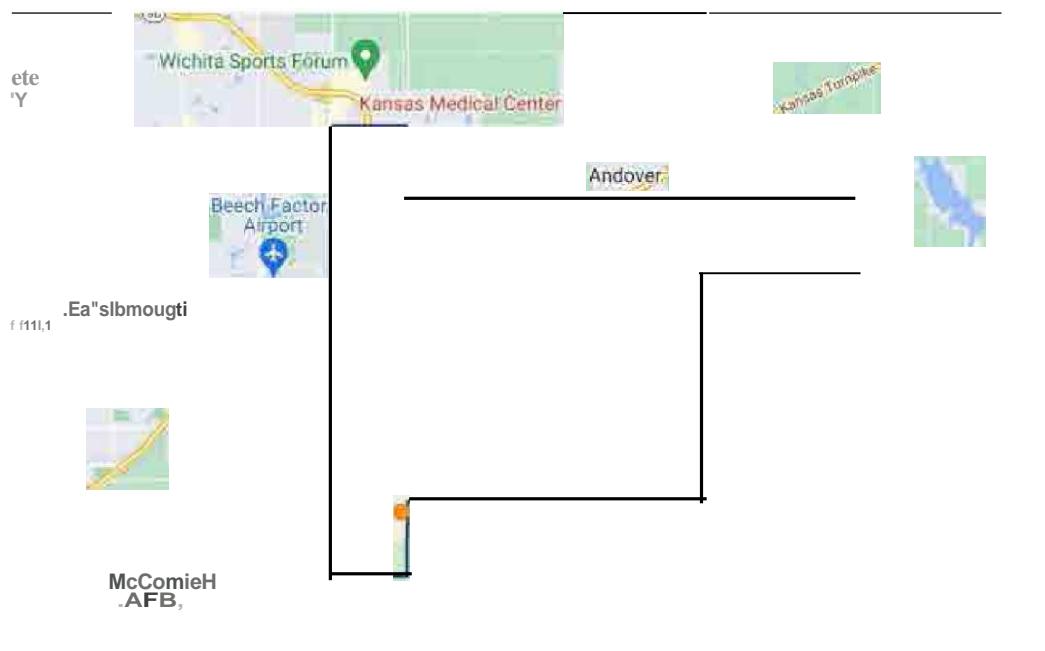
Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting Andover and forecasts future demand for commercial space.

Retail Market Overview

Andover/East Submarket

According to the *Wichita Retail Submarket Report* published by CoStar, Andover is located within the Andover/East submarket that consists of the City of Andover and a portion of Wichita east of Greenwich Road. The boundaries of the Andover/East submarket are depicted below.



By the first quarter 2022 the inventory of retail space in the Andover/ East submarket totaled 1.88 million square feet, or just 40 percent of the Wichita MSA total of 47.4 million square feet. General retail and power center space accounted for all the total inventory with 819,960 square feet and 816,198 square feet, respectively. The Kellogg Drive, Greenwich Road, and Andover Road corridors support the submarket's largest concentrations of retail space. Anchor retailers operating in the Kellogg Drive and Greenwich corridors include Target, Wal-Mart, Cabela's, Academy Sports, Ashley Furniture, and Warren Theatre. Anchor retailers operating stores in Andover include Dillon, Atwoods Ranch & Home, Ace Hardware, and Dollar Tree.

As of the second quarter 2022, the 'Andover/ East submarket' was operating at a healthy vacancy rate of 2.9 percent which is below the metropolitan rate of 3.6 percent. Strip center properties are most overbuilt operating at a vacancy of 18.6 percent. Through the second quarter 2022, the Andover/East submarket experienced

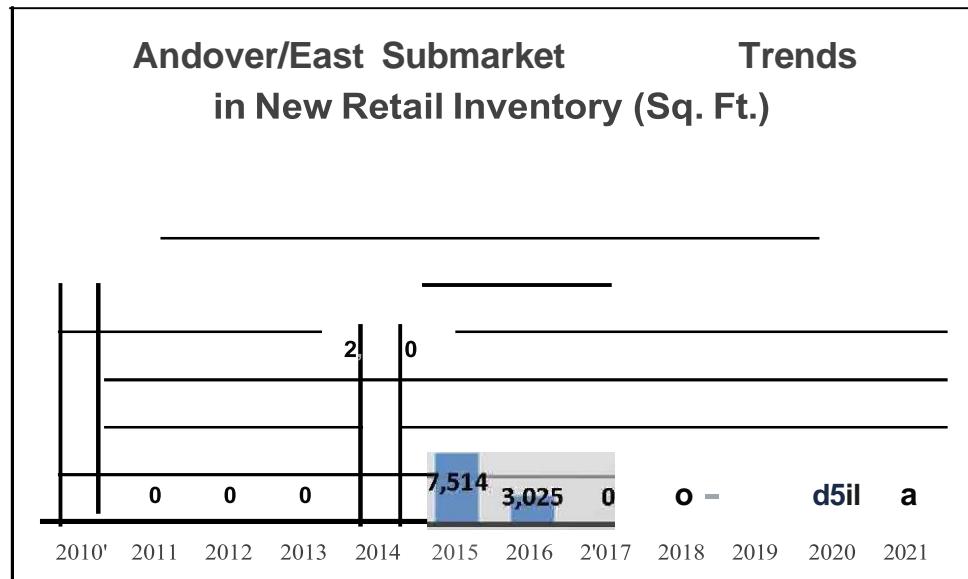
negative absorption of 263 square feet of retail space. No retail space is currently under construction within the Andover/East submarket.

Andover/East Submarket Retail Market Conditions; 2022 Q2

Center Type	Building	Vacancy	Average	Absorption	Space
	Sq. Ft	Rate	Rent	2022 YTD	U/C
Malls	0				
Power Center	816,198	2.3%	\$15.18	1,643	0
Neighborhood Center	181,213	0.8%	\$14.55	0	0
Strip Center	60,180	18.6%	\$13.14	1,080	0
General Retail	819,960	2.8%	\$17.09	-2,986	0
Totals	1,877,551	2.9%	\$15.89	-263	0

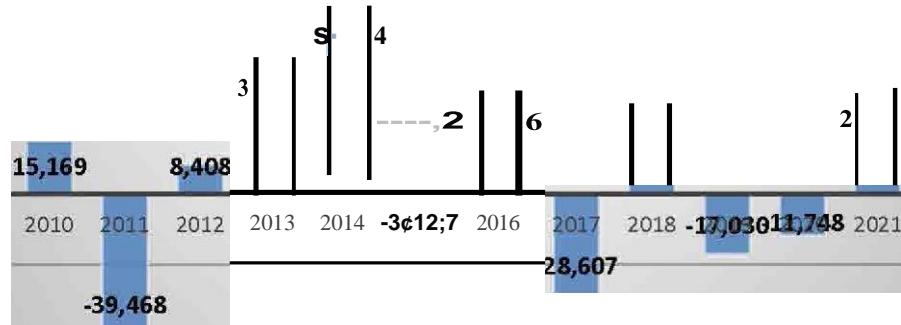
Source: CoStar.

From 2010 through 2021, Costar reported 73,896 square feet of retail space was constructed in the Andover/East submarket. Retail construction peaked in 2010 with the completion of 33,906 square feet of space and again from 2014 through 2016 when 31,539 square feet of retail space was built. New retail construction activity has declined significant since 2016 with the addition of just 8,451 square feet of space.



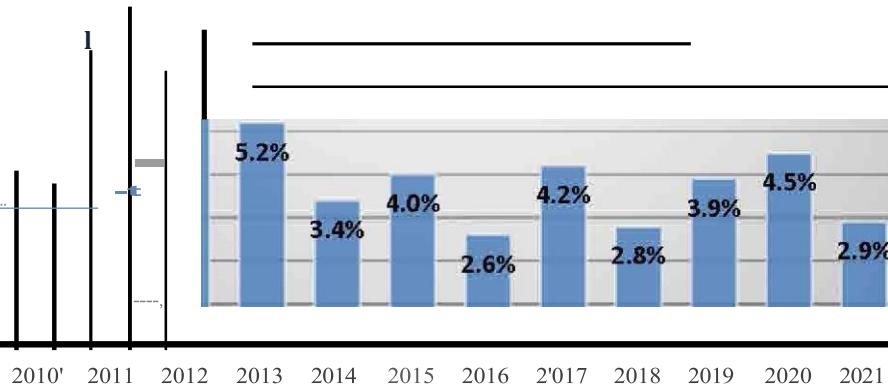
From 2010 through 2021, Costar reported 98,797 square feet of retail space was absorbed in the Andover/East submarket. Retail space absorption peaked in 2013 and 2014 with the net occupancy of 91,645 square feet of space. Given the negative impact of the COVID-19 pandemic on the retail industry, during 2020 net absorption of retail space in the Andover/East submarket has totaled -11,748 square feet of space. The retail market rebounded during 2021 with net absorption of 29,600 square feet of space.

Andover/East Submarket Trends in Retail Space Absorption (Sq. Ft.)



With net space absorption outpacing new construction from 2010 to 2021, the overall retail vacancy rate for the Andover/East submarket has remained below market equilibrium since 2013, ranging from a high of 5.2 percent in 2013 to 2.6 percent in 2016. By year-end 2021, the submarket's overall vacancy rate stood at a healthy 2.9 percent which is impressive given the negative impact the COVID-19 pandemic has had on the national retail industry.

Andover/East Submarket Retail Vacancy Rate Trends



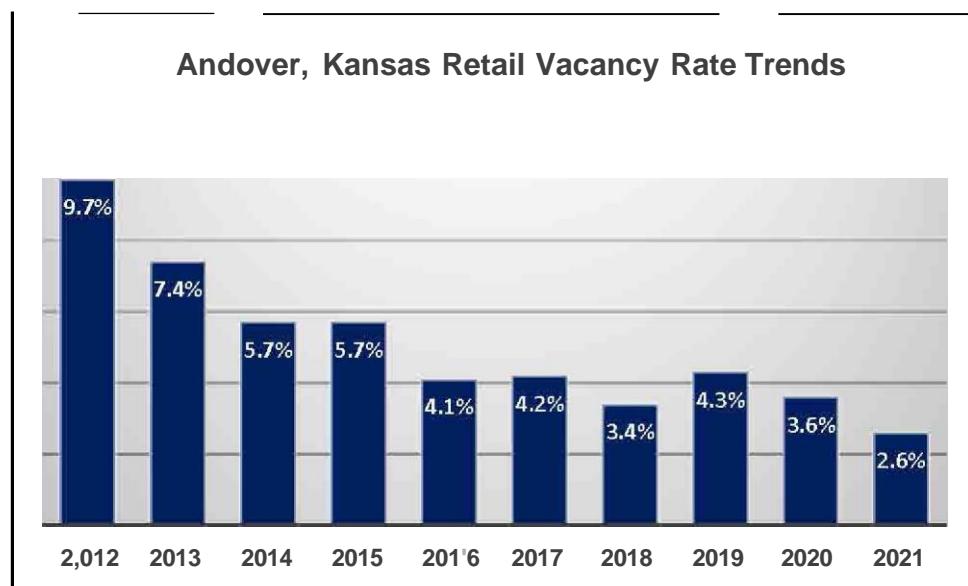
To conclude, the Andover /East submarket supports a modest inventory of retail space amounting to just 4.0 percent of the Wichita MSA total. Tenant demand and new retail construction was a result of continued population growth. Prior to the pandemic net space absorption outpaced new additions to supply, yielding a vacancy rate of just 2.6 percent by 2016. During 2019 and 2020 market conditions were marked by modest new construction, negative space absorption, and rising vacancies. Despite the continued adverse effects of the COVID-19 pandemic on the national economy, during 2021 the net absorption of retail space within the Andover/East submarket yielded a sharp decline in vacancies to a healthy 2.9 percent by year-end. Continued population growth in the Andover /East submarket will produce future retailer demand and development opportunities.

Andover Retail Market Trends

To provide a micro perspective of the competitive retail market the Costar database was searched for existing shopping centers and retail buildings in Andover. The search identified 54 retail properties totaling 677,530 square feet of building area. Andover Road serves as the major retail corridor with the principal concentrations at the U.S. Route 54/400 and Central Avenue intersections. As of the second quarter 2022, the existing inventory of retail space in Andover was operating at a healthy vacancy rate of 2.8 percent. Since 2010, 34,407 square feet of retail space has been constructed in Andover.

The intersection of Andover Road and U.S. Route 54/400 supports Andover's largest concentration of retail space. Andover Marketplace is home to Dillon's, Capitol Federal Bank, Meritrust, and Firestone. Andover Crossing houses Atwood's, Applebee's, and Emprise Bank. The 45-acre Heritage Mixed-Use Project is approved for 1.5 million square feet of commercial and residential building area in a walkable; town center design.

As of year-end 2021, the Andover retail market was operating at a healthy vacancy rate of 2.6 percent. The overall vacancy rate has been below 6.0 percent since 2014. The low overall vacancy rate suggests additional near-term retail space is supportable.



As Andover's population continues to grow, an expanded retail market will become viable with new development driven by end-users with speculative development less common.

Trade Area Capture

Information about a community's retail trade area can help assess the ability of local merchants to attract and capture the retail business of residents. The trade area capture ("TAC") is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}}$$

If the TAC estimate is larger than the community's population it suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If

the estimate is smaller than the community's population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

The U.S. Census estimated Andover's 2021 population at 15,435 residents and per capita income of \$34,915, The City of Andover imposes a 1% local sales tax that is collected by the State and remitted to the City. For calendar year 2021, the Kansas Department of Revenue reported City sales tax collections for the City of Andover of \$2,228,840, equating to taxable sales of \$222,884,000.

Esri Business Analyst estimated the 2021 population for Kansas at 2,955,657 residents and per capita income of \$32,644. Based on CY 2021 taxable retail sales of \$48.53 billion reported by the Kansas Department of Revenue the state's per capita retail sales are \$16,420.

$$\text{Trade Area Capture} = \frac{\$222,884,000}{\$16,420 \times (\$34,915 / \$32,644)} = 12,691 \text{ Residents}$$

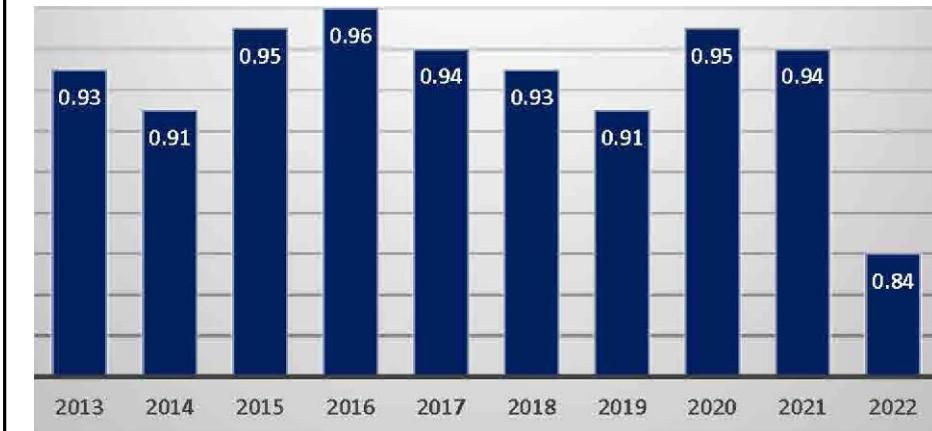
Andover's population of 15,435 residents and estimated TAC of 12,691 people illustrates that residents are shopping outside of the city to meet much of their retail needs.

Retail Pull Factor

Pull factors ("PF") measure a community's ability to attract shoppers, residents, and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community's retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g., the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community's population.

The Kansas Department of Revenue publishes an annual *County Trade Pull Factor Report* that calculates the retail pull factor for all cities in the state measured against the statewide average. Despite supporting a median household income 37 percent above the statewide rate, according to the report over the past decade Andover has suffered from retail sales leakage. Since 2013, Andover's annual pull factor was measured at 0.84 to 0.96, indicating the city has captured retail sales at a rate 4 to 16 percent lower than the statewide average. Taking into Andover's per capital and household income levels that exceed the statewide norms, the income adjusted pull factor for 2022 is 0.77, equating to sales 23 percent below the statewide average. Andover supports a modest retail market with residents shopping outside of the community to meet much of their retail needs.

Andover, Kansas Retail Pull Factor Trends



Retail Space Demand Estimates

As of year-end 2021, Andover's inventory of 677,530 square feet of retail space was operating at a healthy vacancy rate of 2.8 percent. A market equilibrium vacancy rate is in the 7.0 percent range. This section of the study provides conservative and optimistic retail space demand estimates through 2031 for the City of Andover.

Supportable retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

According to the U.S. Census Bureau, the City of Andover's 2021 population was estimated at 15,435 residents with the per capita income estimated at \$35,673, yielding total personal income of approximately \$551 million. Based on Andover's per capita income, income adjusted pull factor, and actual retail sales levels, retail goods and services sales equate to a spending rate equivalent to 30 percent of total personal income. While the City's current retail pull factor is 0.94 and the income adjusted pull factor is 0.80, this study applied a balanced pull factor of 1.00 to estimated future captured retail sales.

By 2031, Andover's population is conservatively forecast to increase by 3,752 residents. A more optimistic scenario has the City's population increasing by 4,517 residents by 2031. For this analysis per capita income, average retail sales per square foot, and pull factor remained constant.

Under the conservative scenario, by 2031 Andover's population growth is forecast to capture new retail goods and services sales of \$40.2 million, supporting an estimated 175,000 square feet of new occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2031, Andover is forecast to capture new retail goods and services sales of \$48.3 million and approximately 210,000 square feet of new occupied retail space.

**Forecast Retail Space Demand from Population Growth
Andover, Kansas; 2022 - 2031**

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2022-2031)	3,752	4,517
Per Capita Income	\$35,673	\$35,673
Total Gross Personal Income	\$133,845,096	\$161,134,941
% Income Spent on Retail Goods and Services	0.30	0.30
Supportable Goods and Services by City Residents	\$40,153,529	\$48,340,482
Pull Factor	1.00	1.00
Total Supportable Retail Goods & Services Sales	\$40,153,529	\$48,340,482
Average Retail Sales Per Sq. Ft.	\$230	\$230
Retail Space Demand 2022-2031 (Sq. Ft.)	174,581	210,176

Source: Canyon Research Southwest, Inc.. October 2022.

Accounting for the current inventory of vacant commercial space in Andover and a market equilibrium vacancy rate of 7.0 percent, through 2031 the City of Andover is estimated to support the need for 220,000 to 258,000 square feet of new retail space.

Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2031 would absorb an estimated 21.9 to 25.2 acres of commercial land under the conservative scenario and 25.7 acres to 29.6 acres under the optimistic scenario.

Based on such site location criteria as access, exposure, traffic counts, and parcel size, future retail development in Andover is best suited along the U.S. Route 54/ 400 corridor with the largest concentration at the intersection of Andover Road. Approximately 24,000 vehicles per day pass through Andover on U.S. Route 54/400 with 85,000 daily vehicles forecast by 2040. This location is best suited for large-scale retail and mixed-use development. Future planned development along the U.S. Route 54/400 corridor includes the Heritage mixed-use project with 1.5 million square feet of commercial and residential space and Heritage Square with 40,000 square feet of commercial space.

A secondary principal concentration for future retail development is the intersection of Andover Road and 21st Street. This location is best suited for neighborhood retail development.

**Supportable New Retail Space Estimates
Andover, Kansas; 2022 - 2031**

City of Andover New Retail Space Estimates 2022-2031	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
Andover Inventory of Occupied Retail Space 2021 Q4	659,753	659,753
Forecast Retail Space Demand 2022-2031	174,581	210,176
Total Occupied Retail Space Inventory 2031	834,334	869,929
Market Equilibrium Retail Space Need (7% Vacancy)	897,133	935,408
Less: Existing Inventory of Retail Space 2021 Q4	-677,530	-677,530
Supportable New Retail Space 2022-2031	219,603	257,878
Supportable Development Acres		
20% FAR	25.2	29.6
23% FAR	21.9	25.7

Source: Canyon Research Southwest, Inc., October 2022.

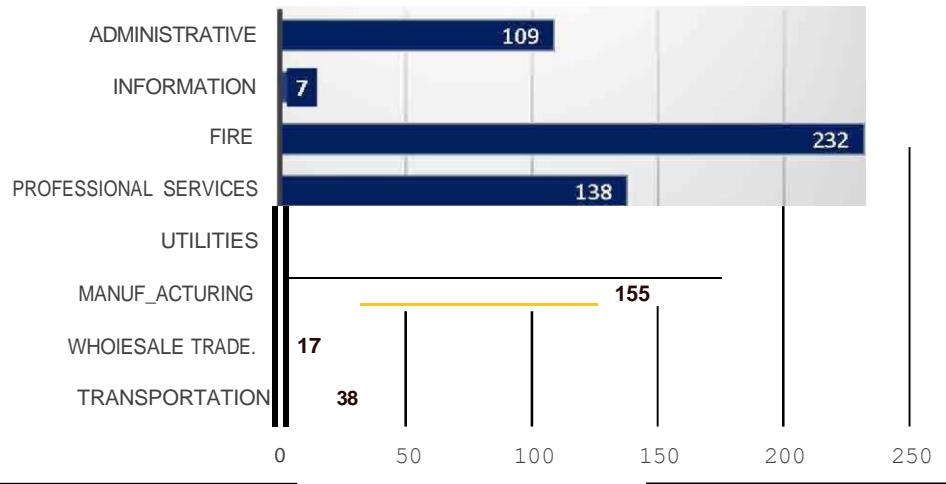
Employment Market Analysis

This section of the study evaluates professional office and industrial market conditions directly impacting Andover. The goal is to identify future opportunities for Andover to support employment-related development.

Employment-Related Business Mix

For this analysis industrial-related employment is defined as the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal and finance, insurance, and real estate (FIRE) sector. In the bar chart below industrial-related sector jobs in Andover are highlighted in "yellow" with office-related sectors highlighted in "purple."

City of Andover Office and Industrial Sector Jobs



According to Esri Business Analyst, 433 businesses in Andover create total employment of 4,601 jobs. Office-related employment in Andover consists of 486 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 10.6 percent of total employment. By comparison, office-related jobs account for 18.9 percent of employment in Kansas. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support 97,200 to 109,350 square feet of occupied professional office space.

Industrial-related employment in Andover totals 210 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 4.6 percent of the city's total employment. By comparison, industrial-related jobs account for 31.3 percent of employment in Kansas. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels can support 189,000 to 210,000 square feet of occupied industrial space.

Competitive Office Market Trends

This section of the study provides historic office market trends directly impacting Andover.

Andover/East Office Market

According to the *Wichita Office Submarket Report* published by CoStar, Andover is located within the Andover/East submarket that consists of most of the City of Andover and a portion of Wichita east of Greenwich Road. Office buildings are segmented into three categories based on quality and amenities provided. These building categories include Class A, B, and C, each of which is defined below.

Class A Buildings

Class A office properties represent the newest and highest quality buildings in the market. Class A buildings possess high-quality building infrastructure, are well located, have good access, and are professionally managed. As a result of this, they attract the highest quality tenants and command the highest rents.

Class B Buildings

Class B buildings are a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to Class A status through renovations such as facade and common area improvements. Class B buildings are not functionally obsolete and are well maintained.

Class C Buildings

Class C is the lowest classification of office building. These are older buildings located in less desirable areas and are often in need of extensive renovation. Architecturally, these buildings are the least desirable, and building infrastructure and technology is outdated. As a result, Class C buildings have the lowest rental rates, take the longest time to lease, and are often targeted as re-development opportunities.

According to CoStar, the Andover/East submarket maintains 313,066 square feet of office space, or just 1.1 percent of the Wichita MSA office market inventory. Most of the existing office space in the Andover /East submarket is located within the Andover Road and Greenwich Road corridors. Despite the negative impact of the COVID-19 pandemic on the national office market, the Andover/East submarket has posted positive net absorption of space since 2020, totaling 35,886. Net absorption was particularly strong through the first half of 2022, totaling 22,194 square feet of office space. As of the second quarter 2022, no new office space was under construction in the Andover-East submarket.

By the second quarter 2022 the Andover/East submarket was operating at an overall vacancy rate of 4.8 percent, and an average rent of \$18.29 per square foot. By comparison, by the second quarter 2022, the 27.3 million square feet of office space in the Wichita MSA was operating at a vacancy rate of 7.2 percent and an average rent of \$17.45 per square foot.

Class A properties accounts for the smallest inventory of space in the Andover /East submarket totaling 24,307 square feet, or a 7.8 percent share. Class A space is fully occupied at an average rent of \$23.93 per square foot. No Class A office space was absorbed over the past six quarters.

Class B office properties possess the largest inventory of space totaling 149,188 square feet of space operating at a 90.0 percent occupancy and an average rental rate of \$18.95 per square foot. Through the second quarter 2022 the net absorption of Class B office space totaled just 194 square feet preceded by -2,847 square feet during 2021.

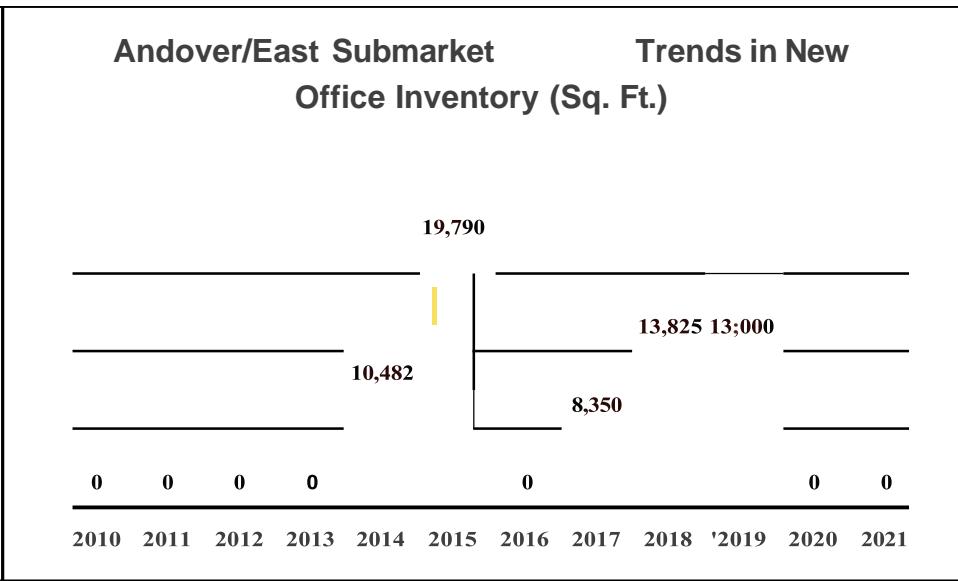
Class C office properties total 139,571 square feet, operating at an overall occupancy of 100 percent and an average rent of \$16.60 per square foot. Since 2020, the net absorption of Class C space totaled 30,891 square feet, peaking during the first half of 2022 with 22,000 square feet.

Andover-East Submarket Office Market Conditions; 2022 Q2

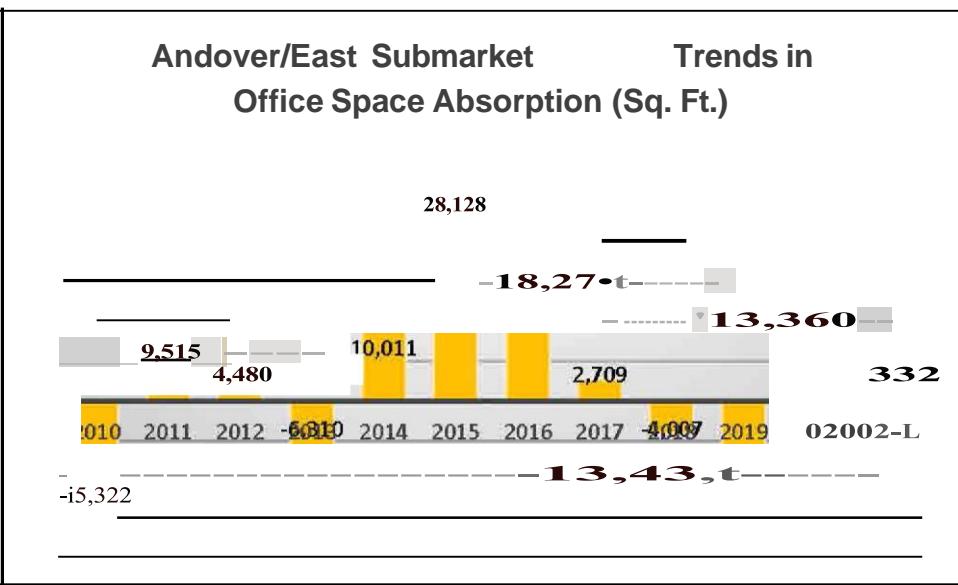
Building Type	Building	Vacancy	Average	Absorption	Space
	Sq. Ft	Rate	Rent	2022 YTD	U/C
Class A	24,307	0.0%	\$23.93	0	0
Class B	149,188	10.0%	\$18.95	194	0
Class C	139,571	0.0%	\$16.60	22,000	0
Totals	313,066	4.8%	\$18.29	22,194	0

Source: CoStar

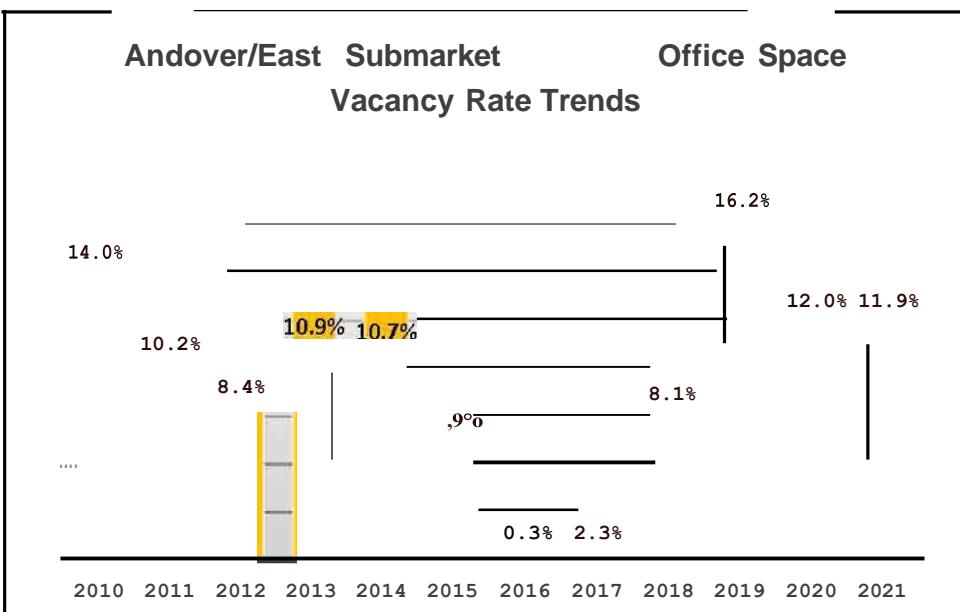
Since 2010, Costar reported just 65,447 square feet of office space was added to the Andover/East submarket. Despite healthy occupancy levels, due to the impact of the COVID-19 pandemic on the national office market, since 2020 no new office space was constructed in the Andover /East submarket and no new office space is now under construction or planned for future development.



Since 2010, Costar reported net office space absorption in the Andover /East submarket totaling 47,735 square feet of space. Office space absorption peaked from 2014 through 2016 with the net occupancy of 56,409 square feet of space. Negative office space absorption was reported in 2019. Despite the negative impact of the pandemic on the national office market, positive net absorption totaling 13,692 square feet was reported in 2020 and 2021. In response to an improving economy net absorption accelerated through the first half of 2022 with 22,194 square feet of space.



From 2010 through 2016, the overall office vacancy rate for the Andover/East submarket followed a downward trend from a high of 14.0 percent in 2010 to a low of 0.3 percent in 2016. In response to the completion of 35,175 square feet of new office space and net absorption of -14,729 square feet of space from 2017 through 2019, by year-end 2019 the overall vacancy rate climbed to 16.2 percent with the completion of 35,175 square feet of new space and net absorption of -14,729 square feet of space from 2017 through 2019. By year-end 2021 the overall vacancy rate declined to 11.9 percent. **With the net absorption of 22,194 square feet of space through the first half of 2022, the overall vacancy rate now stands at a healthy 4.8 percent.**



To conclude, the Andover/East submarket maintains a modest inventory of 311,203 square feet of professional office space. Despite the negative impact of the COVID-19 pandemic on the national office market, the Andover /East submarket has posted positive net absorption of space since 2020 and now supports a healthy overall vacancy rate of 4.8 percent. Continued employment and population growth should assist in increasing the need for professional services and occupied office space with the Andover Road and Greenwich Road corridors remaining as the most desirable locations for tenant demand and new construction.

Andover Office Market Trends

The Andover Road corridor serves as city's office district occupied by service firms such as financial planners, accounting firms, insurance agencies, architects, appraisers, law firms, construction companies, and healthcare providers. Andover's office market is small with tenants serving the needs of the local population.

Existing office buildings in the City of Andover were surveyed by consulting Costar. Andover supports a modest inventory of office space with 18 properties totaling 132,502 square feet of building area. Existing office buildings are small, ranging in size from 1,600 square feet to 19,790 square feet. The map below identifies the location of each existing office building in Andover.

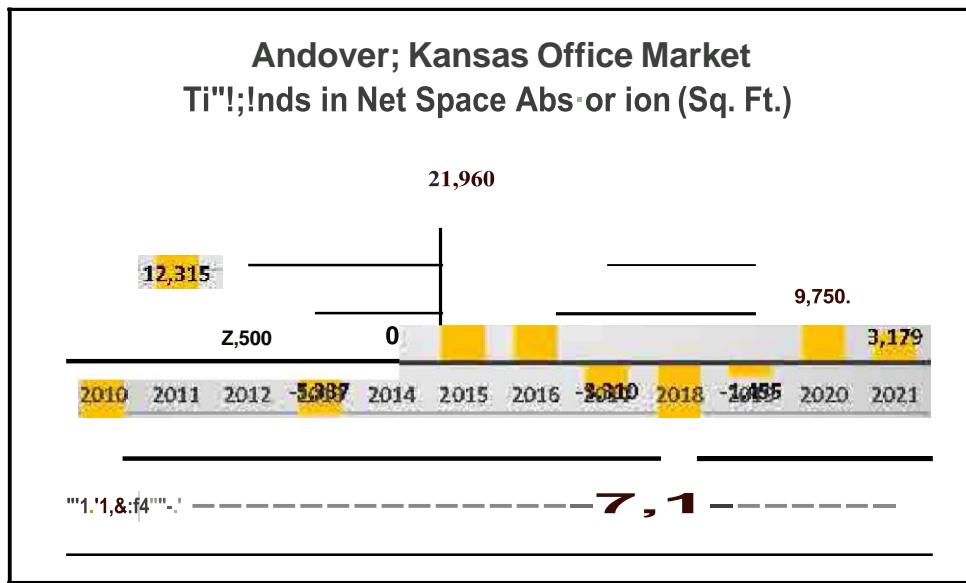
Five medical office buildings totaling 50,660 square feet of space surround the Kansas Medical Center, a 58-bed acute care facility located on West 21st Street west of Andover Road.

Andover, Kansas Office Buildings



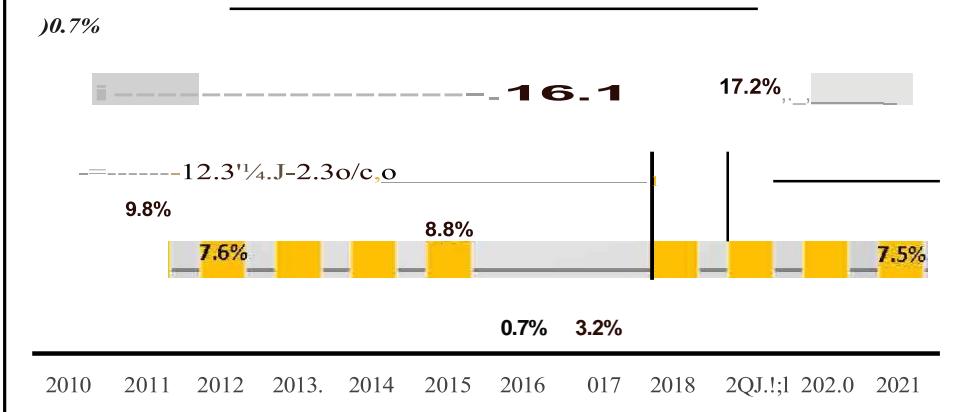
IJSIR □ OO |

Since 2010, just one office building has been constructed in Andover totaling 19,790 square feet of space and a net 15,405 square feet of space has been absorbed. Office space absorption peaked in 2015 and 2016 totaling 32,728 square feet of newly occupied space. Following three consecutive years of negative space absorption, during 2020 and 2021 tenant demand improved with 12,929 square feet absorbed.



From a height of 172 percent in 2019, the Andover office market has improved gradually reaching a vacancy rate of 7.5 percent by year-end 2021. With no new office space absorption reported during the first half of 2022, the overall vacancy rate remained unchanged at 7.5 percent. The bar chart below depicts the office market's year-end vacancy trends since 2010.

Andover, Kansas Office Vacancy Trends



Approved office development in Andover includes: 1) Asian Square at 1509 and 1519 N. Andover Road, 2) 7,800 square foot Redler Institute of Culinary Arts at 622 Cloud Avenue, and 3) 4,546 square foot addition to Flint Hills Orthopedics at 822 N. Andover Road.

To conclude, given Andover's peripheral location within the Wichita MSA, it maintains just a modest inventory of office space with tenants serving the professional and healthcare needs of the local population. As Andover continues to grow the need for additional professional and medical office space will increase.

Competitive Industrial Market Trends

Andover Industrial Market Trends

The City of Andover supports a modest inventory of industrial development with the principal concentration surrounding the intersection of 13th Street and Andover Road as well as the U.S. Route 54/400 corridor. According to CoStar, by the second quarter 2022, Andover maintained 17 industrial buildings totaling 536,212 square feet of space. Manufacturing and logistics/warehouse product totals 313,277 square feet and 175,875 square feet of space, respectively.

The most recent industrial construction in Andover occurred in 2011 with completion of a 30,000 square foot expansion of Vornado Air. Six buildings totaling 104,108 square feet were completed from 1993 through 2000.

Andover Kansas Industrial Market



Andover Central Park

By the second quarter 2022, Andover's industrial inventory of industrial space was operating at 100 percent occupancy. Rents average \$8.65 per square foot

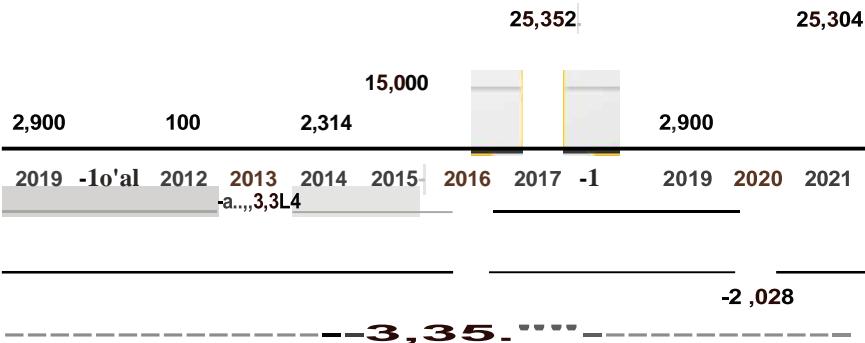
City of Andover Industrial Market Conditions; 2022 Q2

Building Type	Bldg Sq. Ft	Vacancy Rate	Absorption 2022 YTD	Sp. sq. ft. U/C
	Available Sq. Ft	Rate	2022 YTD	Sp. sq. ft. U/C
Office	15,815	0.0%	0	0
Manufacturing	313,277	0.0%	0	0
Flex	19,100	0.0%	0	0
Showroom	27,760	0.0%	0	0
Total	536,212	0.0%	0	0

Source: CoStar

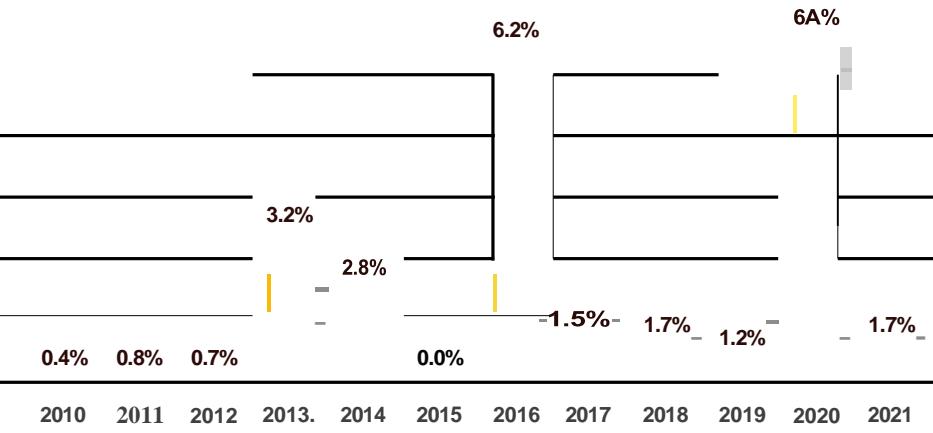
Since 2010, Andover supported net absorption of just 4,800 square feet of industrial space. Annual net space absorption peaked in 2017 with 25,352 square feet and again during 2021 and 2022 YTD totaling 34,328 square feet. The upturn in industrial space absorption in Andover is consistent with the national trend as the rise in internet shopping throughout the COVID-19 pandemic drove demand for logistics and warehouse space. The bar chart below illustrates annual industrial space absorption trends since 2010 for Andover.

Andover, Kansas Industrial Market Trends in Net Space Absorption (Sq. Ft.)



From 2010 through 2015, the Andover industrial market operated at a vacancy rate well below market equilibrium. With negative absorption of 35,352 square feet of industrial space in 2016, the overall vacancy rate peaked at 6.2 percent by year-end. The overall vacancy rate improved to 1.2 percent by year-end 2019 before escalating to 6.4 percent in 2020 prompted by negative net absorption of 28,028 square feet of space. In response to growing tenant demand the overall vacancy rate reached 1.7 percent by year-end 2021 and 0.0 percent by the second quarter 2022. By the close of the second quarter 2022, no industrial space was under construction or planned for near-term development within Andover.

Andover, Kansas Industrial Vacancy Trends



To conclude, given Andover's peripheral location within the Wichita MSA, it maintains just a modest inventory of industrial space, most of which is manufacturing and warehouse product. Due to Andover's direct access via both Interstate 70 and U.S. Route 54/ 400, as the city continues to grow the need for additional industrial space will escalate.

Forecast Space Demand

Professional office and industrial space demand projections for the City of Andover through the year 2031 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By the fourth quarter 2022, Andover supported 132,502 square feet of office space. The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on location, competition, access, project scale, etc.

Since 2010, just one office building has been constructed in Andover totaling 19,790 square feet of space and a net 15,405 square feet of space has been absorbed.

According to the Bureau of Labor Statistics, by April 2022, office-related employment in the Wichita MSA totaled 48,800 jobs in the information, financial activities, and professional and business services sectors. Collectively, these sectors account for 16.3 percent of total employment. From 2010 through 2019 (pre-pandemic), office-related employment in the Wichita MSA increased at an annualized rate of 1.1 percent, adding 4,200 jobs.

Office-related employment in Butler County amounts to 18.2 percent of total employment. The Wichita metropolitan area's continued population growth and urban expansion is anticipated to have an increasingly positive impact on the Butler County economy.

According to Esri Business Analyst, 433 businesses operate in Andover, generating a total of 4,601 jobs. From 2022 through 2031, at annual growth rates of 1.75 percent to 2.25 percent, the City of Andover is projected to support an estimated 872 to 1,008 new jobs. Andover currently supports 486 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 10.6 percent of total employment. Over the next decade the share of office-related employment in Andover is anticipated to escalate as the need for professional and medical services increases. Through 2031, office-related employment in Andover is forecast to account for 20 percent to 22 percent of total job growth, yielding 174 to 222 new jobs.

Office space demand created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 square feet of office space that accounts for both owner-occupied and speculative office space. From 2022 through 2031, office-related job growth in Andover is projected to support the need for 34,800 to 44,440 square feet of owner-occupied and speculative office space.

Forecast Professional Office Space Demand Andover, Kansas; 2022 to 2031

		Conservative Scenario	Optimistic Scenario
Andover, Kansas			
Office-Related Employment Growth		174	222
Net Office Space Demand (Sq. Ft.)		34,800	44,440
Average Annual Office Space Demand (Sq. Ft.)		3,480	4,440

Accounting for the current inventory of vacant office space in Andover and a market equilibrium vacancy rate of 7.0 percent, through 2031 Andover is estimated to support the need for 37,000 to 47,000 square feet of new office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast office space need through 2031 would absorb an estimated 2.8 to 3.4 acres of commercial land under the conservative scenario and 3.6 acres to 4.3 acres under the optimistic scenario.

**Supportable New Office Space Estimates
Andover, Kansas; 2022 - 2031**

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Andover Inventory of Occupied Office Space 2021 Q4	122,622	122,622
Forecast Office Space Demand 2022-2031	34,800	44,400
Total Occupied Office Space Inventory 2031	157,422	167,022
Market Equilibrium Office Space Need	169,271	179,594
Less: Existing Inventory of Office Space 2021 Q4	-132,502	-132,502
Supportable New Office Space 2022-2031	36,769	47,092
Supportable Development Acres		
25% FAR	3.4	4.3
30% FAR	2.8	3.6

Source: Canyon Research Southwest, Inc. October 2022

Industrial Space

By the fourth quarter 2021, Andover supported 536,212 square feet of industrial space. Since 2010, Costar reported just 4,800 square feet of industrial space was absorbed in Andover.

The demand for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries.

According to the Bureau of Labor Statistics, by April 2022, industrial employment in the Wichita MSA totaled 98,800 jobs in the manufacturing and trade, transportation, and utilities sectors. Collectively, these sectors account for 33.1 percent of total employment. From 2010 through 2019 (pre-pandemic), industrial-related employment in the Kansas City MSA increased at an annualized rate of 0.5 percent, adding 4,800 jobs.

Industrial-related employment in Butler County amounts to 22.0 percent of total employment. The Wichita MSA's continued population growth and urban expansion is anticipated to have an increasingly positive impact on the Butler County industrial market.

Industrial-related employment in Andover totals 210 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 4.6 percent of total employment. Through 2031, the City of Andover is forecast to add 872 to 1,008 jobs. Industrial employment in Andover is forecast to increase significantly due to the presence of

Interstate 35 and U.S. Route 54/400, accounting for 18 to 20 percent of total job growth, adding an estimated 157 to 202 jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios of 1.0 job per 1,000 square feet of light manufacturing, warehouse, and flex industrial space.

From 2022 through 2031, industrial job growth in Andover is projected to support the need for 157,000 to 202,000 square feet of owner-occupied and speculative industrial space.

Industrial Space Demand Forecasts Andover, Kansas; 2022 to 2031

		Conservative Scenario	Optimistic Scenario
Andover, Kansas			
Industrial-Based Employment Growth		157	202
Industrial Space Demand (Sq. Ft.)		157,000	202,000
Average Annual Industrial Space Demand (Sq. Ft.)		15.700	20,200

Accounting for the current inventory of vacant industrial space in Andover and a market equilibrium vacancy rate of 7.0 percent, through 2031 the City of Andover is estimated to support 200,000 to 248,000 square feet of new occupied industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2031 would absorb an estimated 11.4 to 13.1 acres of industrial land under the conservative scenario and 14.3 acres to 16.3 acres under the optimistic scenario.

Supportable New Industrial Space Estimates Andover, Kansas; 2022 - 2031

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
Andover Inventory of Occupied Industrial Space 2021 Q4	527,682	527,682
Forecast Industrial Space Demand 2022-2031	157,000	202,000
Total Occupied Industrial Space Inventory 2031	684,182	729,682
Market Equilibrium Industrial Space Need (7% Vacancy)	735,680	784,604
Less: Existing Inventory of Industrial Space 2021 Q4	-536,212	-536,212
Supportable New Industrial Space 2022-2031	199,468	248,392
Supportable Development Acres		
35% FAR	13.1	16.3
40% FAR	11.4	14.3

Source: Canyon Research Southwest, Inc., October 2022.

Advantages of Andover in attracting office and industrial development include direct Interstate 35 and U.S. Route 54/ 400 access, educated workforce, proximity to Wichita, and adequate utilities. Andover currently supports modest inventories of office and industrial space, but as the Wichita area continues to grow and expand Andover is anticipated to capture higher rates of office and industrial-related employment growth. Through 2031, prospective locations for new office development are within the U.S. Route 54/ 400 and Andover Road corridors. Future industrial growth is best suited along the north and south sides of Interstate 35 interchange at Cross Road/2Pt Street. Sufficient land exists at this location to accommodate master planned industrial park development.

Residential Housing Market Analysis

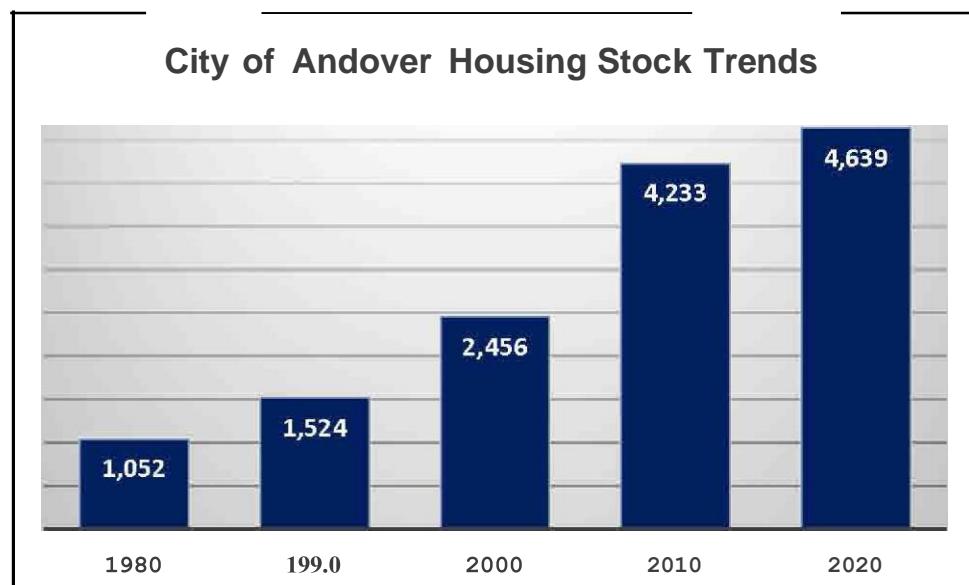
This section of the report evaluates the City of Andover's single-family and apartment markets with the goal to identify current and future opportunities to support new housing stock.

Housing Stock Characteristics

To identify the City of Andover's existing housing stock characteristics this section of the study addresses the total inventory of dwelling units, occupancies, age, and mix of housing types as well as trends in new housing construction activity.

Housing Inventory Trends

The 1980 Census reported the Andover housing stock at 1,052 dwelling units. By the 2000 Census the city's housing stock increased by 133 percent to 2,456 dwelling units. Over the past 20 years Andover's housing stock increased by nearly 89 percent, adding 2,183 new dwelling units. By 2020, Andover's housing stock totaled 4,639 dwelling units.



Housing Stock Mix

Andover's housing stock mix is influenced by its rural character whereby single-family dwellings are the predominant housing type. According to the U.S. Census Bureau, detached single-family housing accounts for 78.6 percent of Andover's housing stock, exceeding the statewide rate of 72.7 percent.

Multi-family housing accounts for 12.3 percent of Andover's housing stock compared to 18.4 percent for Kansas. Large-scale multi-family properties with 20 or more dwelling units account for the largest inventory of multi-family housing, totaling 228 dwelling units. The large-scale properties account for 4.9 percent of the Andover housing stock compared to 4.8 percent for Kansas. Properties with 5 to 9 dwelling units account for 3.4 percent of Andover's housing stock.

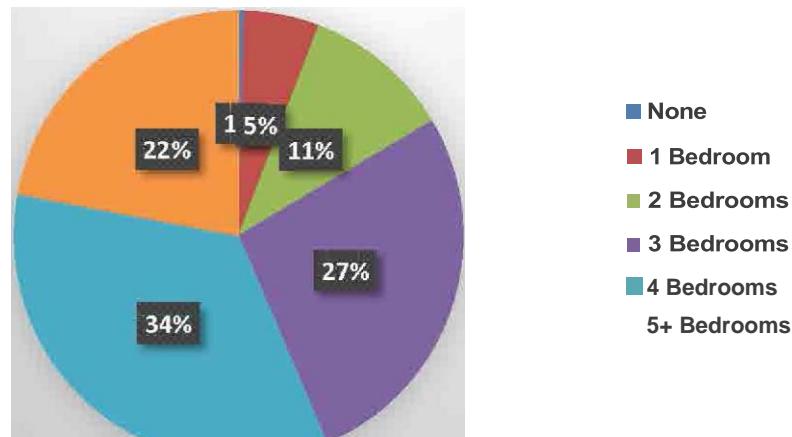
Andover, Kansas Housing Stock by Type; 2020

Units in Structure	# of Units	% of Total	Kansas %
I-Unit, Detached	3,648	78.0%	72.7%
1-Unit, Attached	202	4.4%	4.7%
2 Units	117	2.5%	2.5%
3 or 4 Units	15	0.3%	3.6%
5 to 9 Units	156	1.4%	1.3%
10 to 19 Units	55	1.2%	3.6%
20+ Units	228	4.9%	4.8%
Mobile Home	218	4.7%	4.2%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	4,639	100.0%	100.0%

Source: US. Census Bureau

The pie chart below illustrates the Andover, Kansas housing stock by the number of bedrooms presence. Dwelling units with none or one-bedroom account for just 5.8 percent of the city's total housing stock. Four-bedrooms account for the largest share with 34.4 percent of all housing units, followed by three-bedrooms at 27.1 percent and 5+ bedrooms at 22.0 percent. Collectively, dwelling units with three or more bedrooms account for 83.5 percent of Andover's total housing stock. These housing characteristics illustrate the predominance of single-family housing targeting families.

Andover Housing Stock Number of Bedrooms

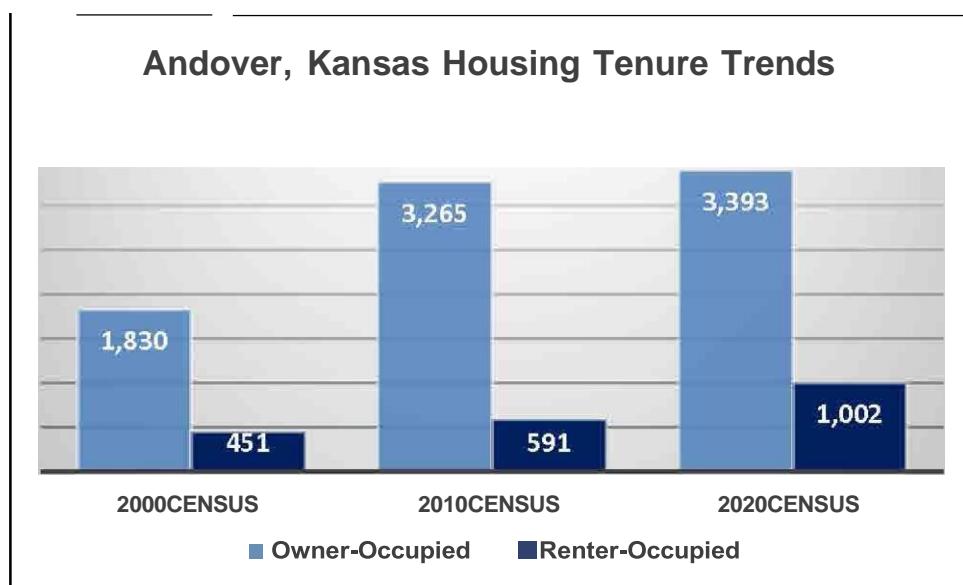


Housing Tenure Trends

The 2000 Census reported that housing tenure in Andover included 1,830 owner-occupied units and 451 renter-occupied units. The housing tenure mix was 80.2 percent owner-occupied and 19.8 percent renter-occupied housing units. From 2000 to 2010, the number of owner-occupied housing units in Andover increased 78.4 percent, or 1,435 units, while the inventory of renter-occupied housing units rose 31.0 percent, or 140 housing units.

From 2010 to 2020, the number of owner-occupied housing units in Andover increased by just 128 units, while the inventory of renter-occupied housing units rose 69.5 percent, or 411 housing units. The explosion in rental housing may have been a result of tighter lender requirements following the 2000's national housing bust.

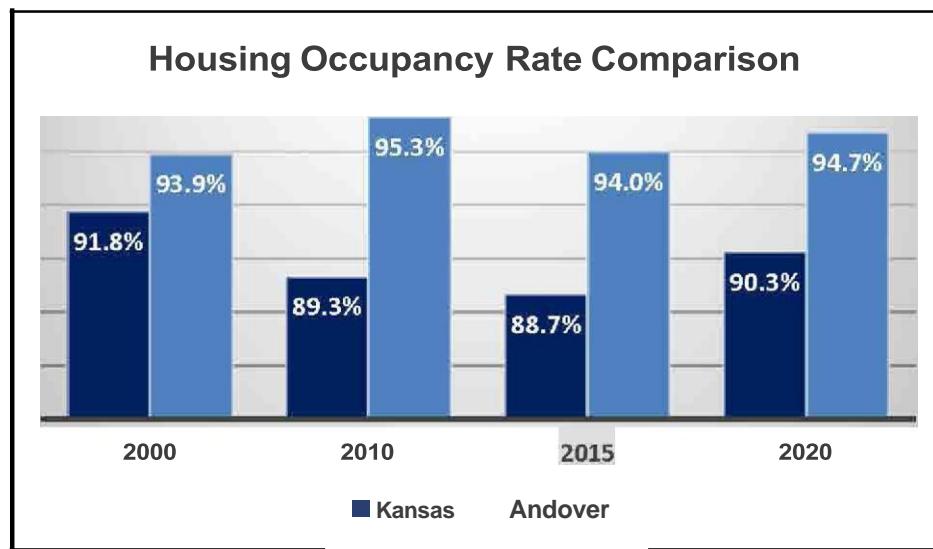
From 2000 through 2020, the housing tenure for Andover increased by 645 owner-occupied housing units and 332 renter-occupied housing units. The share of owner-occupied housing units in Andover declined from 80.2 percent in 2000 to 77.2 percent by 2020 while the share of renter-occupied housing rose from 19.8 percent in 2000 to 22.8 percent by 2020.



Housing Occupancy Trends

The U.S. Census reported the overall occupancy rate for existing housing in Andover increased from 93.9 percent in 2000 to 95.3 percent by 2010. The upward trend in the occupancy rate was due in part to the boom in population and new housing construction.

According to the *American Community Survey* published by the U.S. Census Bureau, consistent to the statewide trend, Andover's housing occupancy rate declined slightly from 2010 to 2015 to 94.0 percent. Over the ensuing five years the housing occupancy rate improve reaching 94.7 percent by the 2020 Census. By comparison, during 2020 the overall occupancy rate for Kansas was 90.3 percent.



After rebounding from the housing crisis, housing occupancies for Andover significantly outpaced the statewide average. During 2000, Andover's housing occupancy rate of 93.9 percent compared favorably against that of 91.8 percent for Kansas. By 2010, the trend accelerated with Andover's occupancy rate improving to 95.3 percent while the statewide average declined to 89.3 percent. During 2020, Andover's housing occupancy rate of 94.7 percent significantly outpacing the statewide average of 90.3 percent. Part of the reason for Andover's historically above average housing occupancy levels may be attributed to the fact that owner-occupied housing accounts for 77.2 percent of all occupied housing units compared to 66.2 percent statewide.

Age of Housing Stock

The table on the following page compares the age of Andover's housing stock with that of the State of Kansas as reported by the U.S. Census Bureau.

The median year built for housing in Andover is 1998. Andover's housing stock is much newer than the statewide inventory with 45.7 percent of the existing inventory built since 2000 and just 6.2 percent built prior to 1960. By comparison, 16.2 percent of the state's housing stock was built since 2000 with 34.3 percent built prior to 1960. Andover's newer housing stock can be attributed to the population boom since 2000.

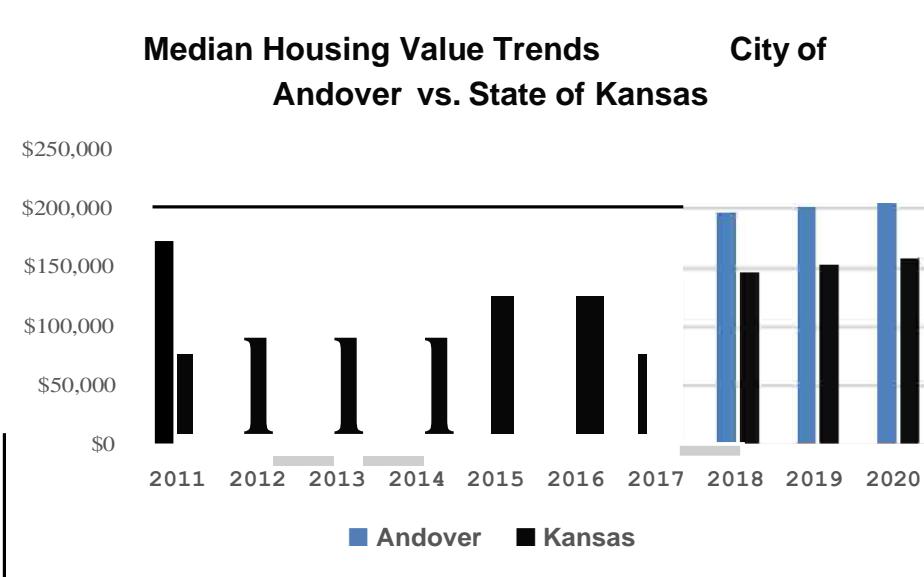
Andover, Kansas Housing Stock by Year Built

Year Structure Built	# of Units	% of Total	% of Kansas
Total Housing Uni	4,639		1,280,376
Built 2014 or Later	398	8.6%	2.8%
Built 2010 to 2013	501	10.8%	2.5%
Built 2000 to 2009	1,219	26.3%	10.9%
Built 1990 to 1999	1,155	24.9%	12.9%
Built 1980 to 1989	415	8.9%	11.6%
Built 1970 to 1979	359	7.7%	14.7%
Built 1960 to 1969	302	6.5%	10.2%
Built 1950 to 1959	228	4.9%	12.6%
Built 1940 to 1949	39	0.8%	5.5%
Built 1939 or Earlier	23	0.5%	16.2%

Source: US_Census

Housing Values

According to the *American Community Survey*, during 2011 Andover's median housing value of \$170,000 exceeded the statewide median of \$125,500. Stemming from the national housing bust and Great Recession, the median housing value for Andover declined steadily from 2010 through 2013. During that time, the Kansas housing market was less impacted with the median value increasing at a modest pace. Since 2014, the median housing value rebounded in Andover. From 2014 to 2020, the median home value in Andover rose by 25.1 percent to \$212,200 compared with a 22.7 percent increase for Kansas to \$157,600. The bar chart below provides a comparison of median housing values for Andover and the State of Kansas from 2011 to 2020.



According to the U.S. Census Bureau, the median value for owner-occupied housing in Andover of \$212,200 exceeds the statewide norm of \$157,600. Andover's large stock of new housing accounts for the above average median value. Homes valued under \$150,000 account for just 19.5 percent of housing in Andover, compared to 47.0 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 55.1 percent of Andover's housing stock compared to 36.6 percent statewide.

Housing Value Comparison; 2020
City of Andover vs. State of Kansas

Price Range	City of Andover	State of Kansas
Less than \$50,000	4.6%	11.0%
\$50,000 - \$99,999	2.8%	19.1%
\$100,000 - \$149,999	12.1%	16.9%
\$150,000 - \$199,999	25.5%	16.4%
\$200,000 - \$299,999	35.7%	19.0%
\$300,000 - \$499,999	16.2%	12.7%
\$500,000+	3.2%	4.9%

Source: U.S. Census Bureau.

Occupancy by Housing Type

Homeowners in Andover are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. According to the U.S. Census Bureau, during 2020 owner-occupied housing in Andover accounted for 77.2 percent of the entire occupied housing stock with renter-occupied accounting for 22.8 percent. By comparison, owner-occupied housing accounts for 66.2 percent of Kansas' total occupied housing stock with renter-occupied accounting for 33.8 percent. Andover's above average median household income and suburban location may contribute to the high rate of homeownership.

For 2020, according to the U.S. Census Bureau, of Andover's total housing stock an estimated 4,395 dwelling units were occupied, including 3,393 owner-occupied housing units and 1,002 renter-occupied housing units. Detached single-family homes accounted for 95.0 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 34.3 percent of all occupied rental units.

Properties with 10+ units were the most popular attached housing product for renters accounting for 28.2 percent of all renter-occupied units. Properties with one unit attached account for 17.6 percent of all renter-occupied units while structures with 5 or 9 dwelling units account for 11.6 percent of all renter-occupied units. Smaller multi-family properties with 2 to 4 units account for just 6.8 percent of all renter-occupied units. The predominance of large-scale apartment properties in suburban communities is common as major developers are attracted to such locations.

City of Andover Occupied Housing Stock by Type - 2020
Owner-Occupied vs. Renter-Occupied Housing

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	4,395	3,393	1,002
Units in Structure			
1-Unit, Detached	81.2%	95.0%	34.3%
1-Unit, Attached	4.6%	0.8%	17.6%
2 Units	1.2%	0.0%	5.3%
3 or 4 Units	0.3%	0.0%	1.5%
5 to 9 Units	2.6%	0.0%	11.6%
10 or More Units	6.4%	0.0%	28.2%
Mobile Home and other Types of Housing	3.6%	4.2%	1.5%
Totals	100.0%	100.0%	100.0%

Source: US Census Bureau

Active Residential Subdivisions

The City of Andover Planning Department provided a list of active single-family subdivisions. As the table on the following page illustrates, 28 subdivisions are actively developing in Andover consisting of a total inventory of 1,232 lots, of which 510 lots remain vacant and available for new home construction. Another 204 residential lots are approved but not yet platted. This current inventory of available residential lots should accommodate continued new home construction.

Andover is a suburban community at the edge of the Wichita MSA that is experiencing escalating urban pressures. Since 2000, the inventory of housing units in Andover have increased by 118 percent, totaling 4,639 housing units by 2020. Characteristics of Andover's housing include:

- Detached single-family housing accounts for 78.6 percent of Andover's housing stock, exceeding the statewide rate of 72.7 percent. Multi-family housing accounts for just 12.3 percent of Andover's housing stock compared to 18.4 percent for Kansas.
- Dwelling units with none or one-bedroom account for just 5.8 percent of Andover's total housing stock. Collectively, dwelling units with three or more bedrooms account for 83.5 percent of Andover's total housing stock. These housing characteristics illustrate the predominance of single-family housing occupied by families.
- During 2020, owner-occupied housing in Andover accounted for 77.2 percent of the entire occupied housing stock with renter-occupied accounting for 22.8 percent. By comparison, owner-occupied housing in Kansas accounted for 66.2 percent of the entire occupied housing stock with renter-occupied accounting for 33.8 percent.

**Inventory of Active Residential Subdivisions
Andover, Kansas**

	Platted			
	Lots			
<u>Aspen Creek</u>	31	27	4	0
<u>Cedar Park</u>	52	51	0	0
Chateauroux	38	36	2	0
Cornerstone 3rd	135	133	2	160
Cornerstone 4th	39	38	0	0
Cornerstone 5th	29	0	29	0
Cornerstone 10th	32	18	14	0
Cornerstone 11th	40	3	37	0
Crescent Lakes	84	83	0	0
Flint Hills Phase 2	36	34	2	0
Flint Hills Phase 3	33	29	4	0
Flint Hills Phase 4	31	22	9	0
Flint Hills Phase 5	23	12	11	13
Flint Hills Phase 6	30		29	13
Heritage 1st	75	61	14	0
Heritage Second Addition	67	0	67	0
<u>Hodges 2nd</u>	14	0	14	0
<u>Hodges 6th</u>	64	0	64	0
Meadowbrook	17	3	14	0
Meadowbrook 2nd	17	0	17	0
Prairie Creek 6th	45	0	45	0
Reflection Lake	65	64	0	0
<u>Scattered Lots</u>	86	10	76	0
Shadow Rock	60	51	9	0
Speyside at Terradyne Estates	28	0	28	0
<u>Tuscany 3rd</u>	19	10	9	0
Valsong	3		2	0
Winchester Estates	39	35	4	44
Totals	1,232	722	510	230

Source: City of Andover

- Homeowners in Andover are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes accounted for 95.0 percent of all occupied owner-occupied housing units. Meanwhile, just 34.3 percent renters occupy detached single-family homes.
- Properties with 10+ units are the most popular attached housing product for renters in Andover accounting for 28.2 percent of all renter-occupied units. Smaller multi-family properties with 2 to 4 units account for just 6.8 percent of all renter-occupied units.
- Andover's housing stock is newer than the statewide inventory with 45.7 percent of the existing inventory built since 2000 and just 6.2 percent built prior to 1960. By comparison, 16.2 percent of

the state's housing stock was built since 2000 with 34.3 percent built prior to 1960. Andover's newer housing stock can be attributed to the population growth and accelerated new housing construction since 2000.

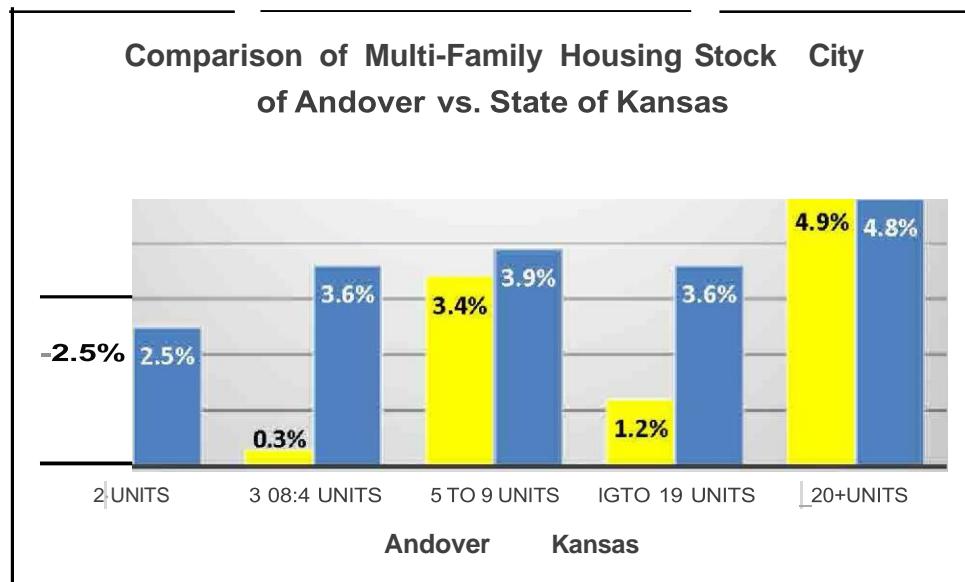
- Since 2011, the median housing value in Andover has exceeded the statewide norm. By 2020, Andover's median value of \$212,200 compared to \$157,600 for Kansas. Andover's large stock of new housing accounts for the above average median value.
- Homes in Andover valued under \$150,000 account for just 19.5 percent of the housing stock, compared to 47.0 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 55.1 percent of Andover's housing stock compared to 36.6 percent statewide.
- Andover's actively developing single-family home subdivisions possess a total inventory of 510 vacant lots available for new home construction with another 204 residential lots are approved but not yet platted. This current inventory of available residential lots should accommodate continued new home construction.

In the coming two decades Andover is anticipated to support escalating levels of new single-family home construction as the Wichita MSA continues to expand, and buyers seek an improved quality of life, quality schools, and new single-family housing. As the housing market matures a wider range of housing product and price points will be supportable, including move-up single-family homes, townhomes, and large-scale apartment properties.

Andover Apartment Market

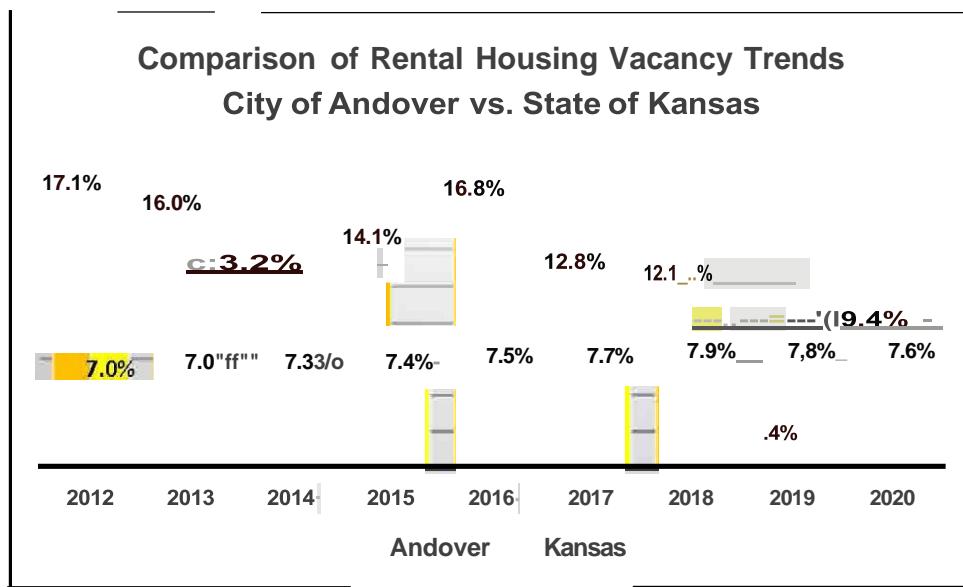
According to the U.S. Census Bureau, as of 2020, Andover's inventory of multi-family housing totaled 571 dwelling units, or 12.3 percent of the city's total housing stock. By comparison, multi-family housing accounts for 18.4 percent of the Kansas housing stock.

Multi-family properties with 2 to 4 dwelling units account for 2.8 percent of Andover's total housing stock, compared to 6.1 percent statewide. Meanwhile, properties with 20 or more units account for 4.9 percent of the total housing stock, which is consistent with the statewide average.

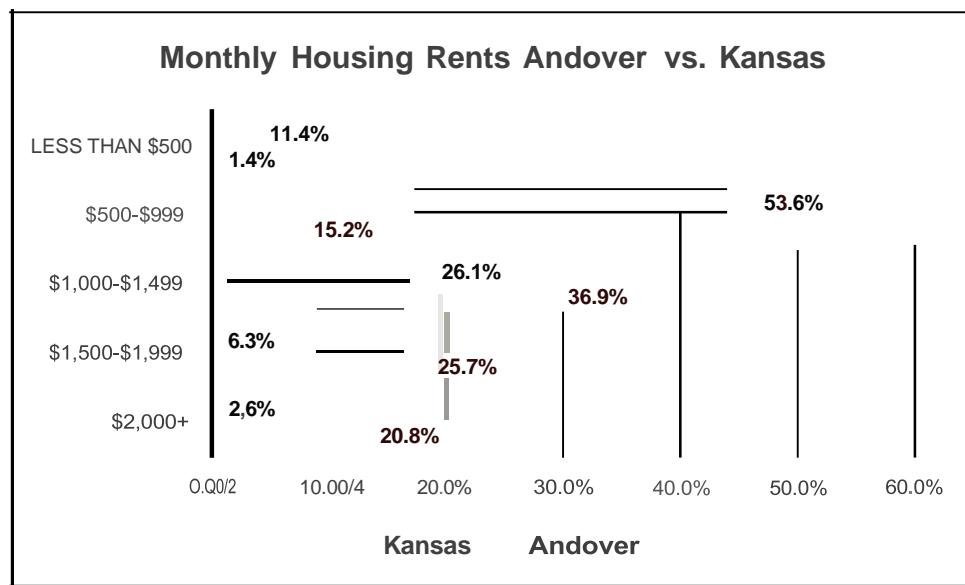


According to the *American Community Survey*, since 2012 Andover's rental housing market operated at a vacancy rate above the Kansas average. From 2012 through 2016, the vacancy rate operated well above market equilibrium ranging from 13.2 percent to 17.1 percent. Since 2017, Andover's rental housing vacancy rate

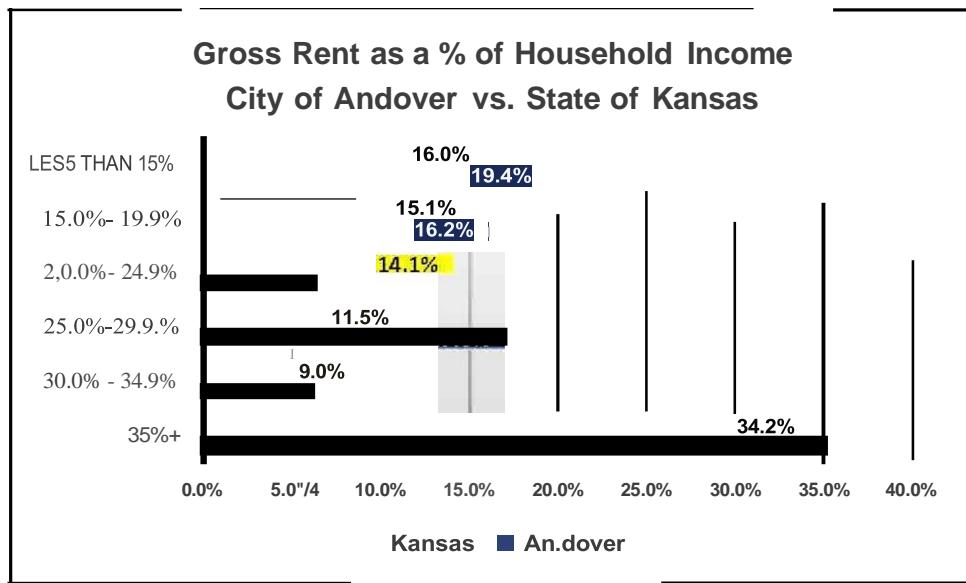
improved reaching 3.4 percent by 2019. The improving vacancy rate trends suggest Andover may be able to support additional new rental housing stock.



According to the *American Community Survey 2020*, just 1.4 percent of Andover's rental housing support rents of \$500 to \$999 per month, compared to 11.4 percent statewide. An estimated 15.2 percent of Andover's rental stock support rents of \$500 to \$999 per month, compared to 53.6 percent statewide. Housing units renting for \$1,000 or more per month represents the bulk of Andover's rental housing. Monthly rents of \$1,000 to \$1,499 account for 36.9 percent of Andover's rental market with housing renting for excess of \$1,500 per month totaling 46.5 percent. The disparities in monthly rents may be attributed to Andover's above average share of single-family rental housing and may suggest a below average share of income-based housing.



Housing stress occurs when the cost of housing (either as rent or as a mortgage) is high relative to household income. A household spending 30 percent or more of its income on housing can be considered under housing stress. The gross rent for 41.2 percent of renter households in Andover accounts for 30 percent of more of total income compared to 43.2 percent statewide, suggesting a slightly below average need for affordable and income-based rental housing.



Large-Scale Apartment Properties

Apartment properties with ten or more rental units in Andover, Kansas were identified by conducting a search on CoStar. According to CoStar, Andover has seven large-scale apartment properties totaling 498 dwelling units. Five apartment properties totaling 414 dwelling units are market-rate with two income-based properties totaling 84 dwelling units.

Andover, Kansas Large-Scale Apartments

Property	Year Built	# of Units
Market-Rate Properties		
Sunstone Apartment Homes	2014	208
Cloudridge	1977	96
Andover Crossing	2000	80
1502-1540 N. East Street	1945	16
901 W. Onewood Place	2017	14
Income-Based Properties		
Sunflower Senior Apartments	1985	47
Summerfield Senior Residences		37
Total Unit Inventory		498

Source: CoStar

Market-rate apartment properties in Andover include the 208-unit Sunstone Apartments, 96-unit Cloud ridge, and 80-unit Andover Crossing. Monthly rents for the market-rate properties are \$595 to \$999 for 1-bedroom units, \$725 to \$1,200 for 2-bedroom units and \$1,050 to \$1,425 for 3-bedroom units.

Income-based rental apartments include two senior properties. Owned by Mennonite Housing, the 37-unit Summerfield Senior Residences offer one-bedroom units to adults 62 years and older. The 47-unit Sunflower Senior Apartments were built in 1985 and feature studio units. Both properties operate as Section 8 with monthly rents based on income.

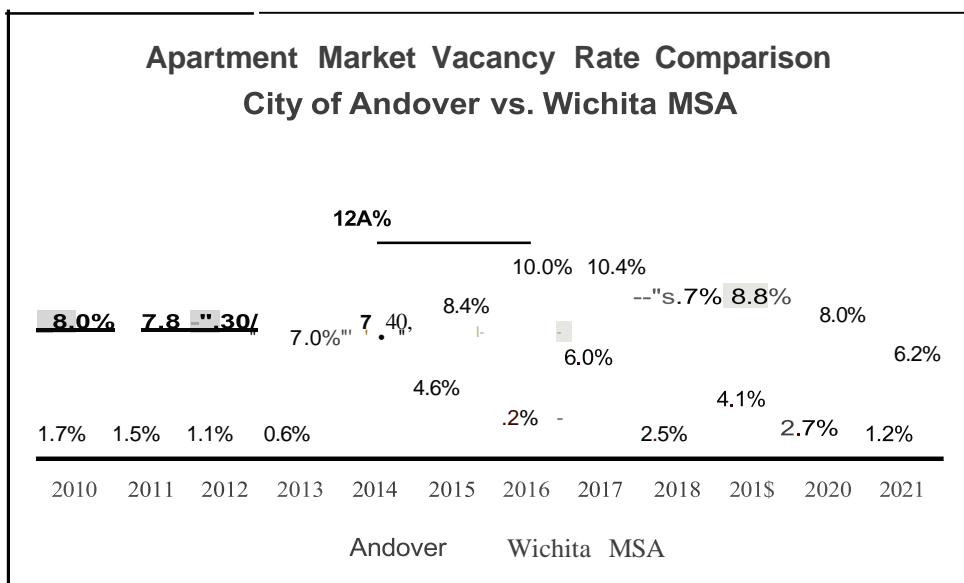
The table on the following page summarizes annual operating trends from 2010 through 2022 Q2 for the apartment properties surveyed in Andover. Throughout the past decade the surveyed apartment properties in Andover have operated at a health vacancy rate well below the Wichita MSA norm. By 2022 Q2, no apartments were available for lease yielding a vacancy rate of 0.0 percent. By comparison, the Wichita MSA apartment market is operating at an average vacancy rate of 5.8 percent.

Andover, Kansas Apartment Market Trends

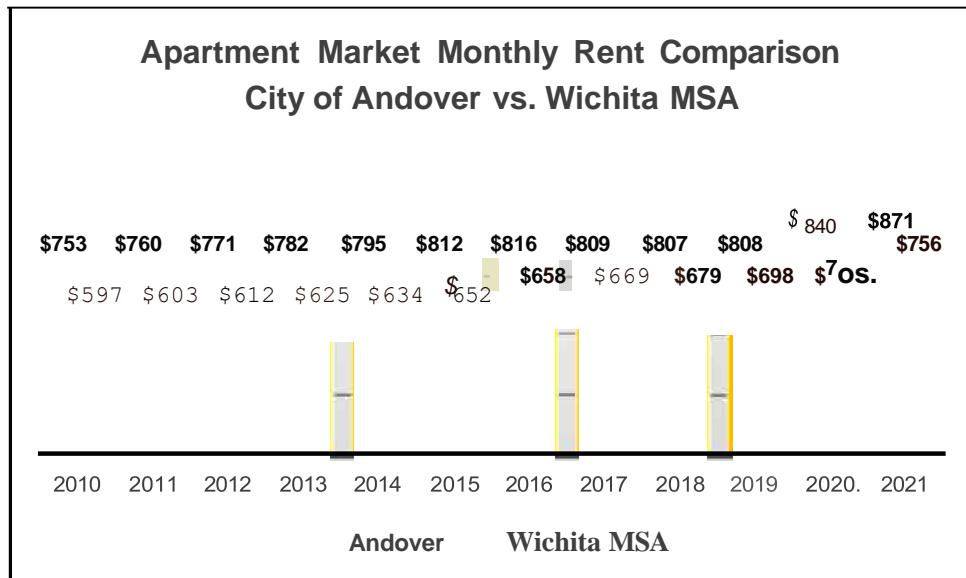
Year	Inventory # of Units	New Supply	Vacancy Rate	Average Rent/Mo.	Wichita Vacancy	MSA Rent/Mo.
2010	276	0	1.7%	\$753	8.0%	\$597
2011	276	0	1.5%	\$760	7.8%	\$603
2012	276	0	1.1%	\$771	7.3%	\$612
2013	276	0	0.6%	\$782	7.0%	\$625
2014	484	208	12.4%	\$795	7.4%	\$634
2015	484	0	4.6%	\$812	8.4%	\$652
2016	484	0	3.2%	\$816	10.0%	\$658
2017	498	14	6.0%	\$809	10.4%	\$669
2018	498	0	2.5%	\$807	8.7%	\$679.
2019	498	0	4.1%	\$808	8.8%	\$690
2020	49 ⁸ 8	0	2.7%	\$840	8.0%	\$708
2021	498	0	1.2%	\$871	6.2%	\$756
2022 YTD	498	0	0.0%	\$885	5.8%	\$778

Source: CoStdr

Since 2010, with one exception, the Andover apartment market has operated at a vacancy rate well below market equilibrium. As illustrated by the bar chart below, throughout the past decade Andover's apartment market vacancy rate has significantly outperformed the Wichita MSA. Healthy vacancies over the past seven years suggest Andover can support the near-term construction of additional apartment supply.



Andover's average monthly apartment rent rose from \$753 in 2010 to \$885 by the second quarter 2022, significantly outperforming the Wichita MSA average. However, over the past decade the average rent for Andover apartments increased by 17.5 percent which was well below the average rent increase of 30.3 percent for the Wichita MSA. Despite older apartment properties, Andover's strong rental rates can be attributed to a historically tight supply and demand balance.



Andover's apartment properties are generally older, smaller in scale, and lack the property amenities and unit features common among newer apartment properties in the Wichita MSA. Only the 208-unit Sunstone Apartments would be considered a comparable. The age of Andover's rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate apartments.

Approved Apartment Development

According to the City of Andover Planning and Zoning Department, several multi-family residential projects have been approved for future development. A brief description of each multi-family development is provided in the text below.

The 45-acre Heritage Mixed-Use Project located at U.S. 54/400 and Yorktown Parkway is approved for apartment development.

The Course at Green Valley Greens located at 800 U.S. 54/400 is a 15.93-acre site approved for the development of 240 apartment units and clubhouse.

Andover Senior Living Facility located at Cloud Avenue and Plaza Street is approved for 141 senior units, including 80 independent living, 41 assisted living, and 20 memory care units. The project plan calls for 4-story buildings, enclosed parking, and three wings connected by a central amenity.

Forecast Housing Demand

Residential housing demand estimates for the City of Andover through the year 2031 were forecast based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, household\$ by income levels, and population by age.

Demographic characteristics and historic population growth trends for Andover were provided by the U.S. Census Bureau. Housing characteristics for Andover were provided by the *American Community Survey*. Population growth projections for Andover were generated by Canyon Research Southwest.

The *American Community Survey* estimated Andover's housing stock increased by 2,183 dwelling units from 2000 through 2020. By 2020, Andover's housing stock totaled 4,639 dwelling units operating at an overall occupancy rate of 94.7 percent. The occupied housing stock included 3,393 owner-occupied units (77.2%) and 1,002 renter-occupied units (22.8%). A total of 244 vacant housing units were reported.

The U.S. Census estimated Andover's 2021 population at 15,435 residents. By 2031, Andover's population is conservatively forecast to increase by 24.3 percent, adding 3,752 new residents. Under a more optimistic scenario Andover's population will grow at an annualized rate of 2.6 percent, yielding approximately 4,517 new residents through 2031. Andover's average household size is 2.52 persons.

Supportable residential housing absorption over the next ten years will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

Housing Need from Population Growth

Net population and household growth are the largest single drivers of the need for new housing units. From 2022 through 2031, Andover's population is forecast to increase by 3,752 to 4,517 new residents. At an average household size is 2.5 persons, through 2031 Andover's forecast population growth through 2031 is estimated to yield an estimated 1,501 to 1,807 new households and occupied housing unit.

Latent Housing Demand

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium generally supports a 92 percent to 95 percent occupancy rate. Healthy markets require 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets with vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the market. The *American Community Survey 2020* of Andover's housing stock of 4,639 dwelling units a total of 244 housing units were vacant, equating to an overall occupancy rate of 94.7 percent.

Through 2031, population growth is anticipated to result in the need for 1,501 to 1,807 additional housing units, bringing the total inventory to 6,140 to 8,306 occupied housing units.

At market equilibrium occupancy rate of 93 percent, by 2031 Andover's housing stock would total 7,958 to 8,887 dwelling units, of which 521 to 581 dwelling units would be vacant and available for sale or rent. Given the 2020 inventory of 244 vacant housing units in Andover, latent housing demand is estimated at 277 to 337 dwelling units.

Total Housing Demand

As depicted in the table on the following page, from 2022 through 2031, the City of Andover's forecast population growth and latent demand are anticipated to create the need for an estimated 1,770 to 2,102 housing units.

Andover's current mix of occupied housing units is 77.2 percent owner-occupied and 22.8 percent renter occupied. Given the city's population age composition, household income levels, and existing housing stock, from 2022 through 2031 the housing demand is estimated to be segmented 70 percent owner-occupied and 30 percent renter occupied. Therefore, by 2031 the mix of new occupied housing is estimated at 2,100 to 2,800 homeownership units and 900 to 1,200 rental units.

The City of Andover's mix of future housing demand is best determined by evaluating the City's population demographic with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Entry-level householders are generally single or couples without children in their early 20's and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 12.2 percent of the Andover population with those 25 to 34 years of age accounting for 14.9 percent, which exceeds the statewide norm. Individuals with high school degree\$ or less are more likely to be renters than homeowners. Just 28.9 percent of Andover residents are high school graduates or less.

Just 16.0 percent of Andover households earn less than \$35,000 annually with 9.6 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 14.9 percent of Andover residents are 25 to 34 years of age with 59.2 percent of residents attaining an associate degree or higher. An estimated 12.3 percent of households earn \$35,000 to \$49,999 annually and 15.3 percent of households earn \$50,000 to \$74,999 annually.

**Forecast Residential Housing Need
Andover, Kansas; 2022-2031**

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock	4,639	4,639
Less: Vacant Housing Units	244	244
Occupied Housing Units	4,395	4,395
Population Growth Housing Demand		
Population Growth 2022-2031	3,752	4,517
Average Household Size	2.5	2.5
New Occupied Housing Units	1,501	1,807
Latent Housing Demand		
Occupied Housing Units 2020	4,395	4,395
Plus: Population Growth Housing Demand	1,501	1,807
Occupied Housing Units 2031	5,896	6,202
Market Equilibrium Vacant Units (7.0%)	513	539
Less: Vacant Housing Units 2020	244	244
Estimated Latent Housing Demand	269	295
Total Housing Unit Need 2022-2031	1,770	2,102

Move-up homebuyers are typically in their late 30's to 40's, married with children. Nearly half of households in Andover have children present. An estimated 13.9 percent of Andover residents are 35 to 44 years of age with 29.4 percent of residents attaining a bachelor's degree and 20.7 percent of residents possessing a graduate or professional degree. An estimated 15.6 percent of households earn \$75,000 to \$99,999 annually and 24.4 percent of households earn \$100,000 or more annually.

To conclude, Andover's population demographics provide a strong market for move-up for-sale housing as well as market-rate rental housing. Household income levels support entry-level for-sale housing priced from \$200,000 to \$350,000 and move-up for-sale housing priced at \$350,000 and more.

The table on the following page summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2031, the market share for single-family housing in Andover is expected to decline slightly from the trends over the past twenty years as large-scale apartment properties become more prevalent. The market share of 2- to 9-unit multi-family structures is anticipated to drop off in favor of large-scale apartment development.

Forecast Housing Demand by Product Type
Andover, Kansas; 2022-2031

	2020 # of Units	Estimate % of Total	2031 Forecast		
			%Of Total	Conservative Scenario	Optimistic Scenario
Forecast Housing Demand					
Total Housing Units	4,639			1,770	2,102
Occupied Housing Units	4,395				
Owner-Occupied	3,393	70.0%		1,239	1,471
Renter Occupied	1,002	30.0%		531	631
Housing Demand by Type					
Single-Family Detached	3,569	75.0%		1,328	1,577
Single-Family Attached	202	1.0%		18	21
2 to 4 Units	66	2.0%		35	42
5 to 9 Units	114	2.0%		35	42
10+ Units	281	20.0%		354	420

Source: U.S. Census and Canyon Research Southwest, Inc.

In summary, through 2031, Andover is forecast to experience mounting urban pressures, producing steady population growth and the need for additional housing. Through 2031, the City of Andover's forecast population growth and latent demand are anticipated to create the need for approximately 1,770 to 2,100 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 9-unit multi-family structures in favor of large-scale apartment properties and as a component of mixed-use development.

STUDY CONCLUSIONS

Based on the findings of the *Economic and Market Analysis* the following topics are addressed: 1) 10-year demand projections in Andover, Kansas for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities.

Forecast Commercial, Industrial and Residential Demand

Retail, office and industrial space and residential housing unit demand were forecast for the City of Andover, Kansas through the year 2031. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2031, Andover's increased population will generate additional retail sales capable of supporting approximately 220,000 to 258,000 square feet of new retail space.

From 2022 through 2031, office-related job growth in Andover will support the need for approximately 37,000 to 47,000 square feet of owner-occupied and speculative office space.

By 2031, industrial job growth in Andover will support the need for approximately 200,000 to 248,000 square feet of owner-occupied and speculative industrial space.

Through 2031, Andover's forecast population growth and latent demand will generate the need for 1,770 to 2,102 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Demand Andover, Kansas; 2022 to 2031

	Growth 2022-2031		Net	Gain
	Population	Jobs		
Retail	3,752 - 4,517		220,000 SF	258,000 SF
Office		174 - 202	37,000 SF	47,000 SF
Industrial		157- 202	354,000 SF	528,000 SF
Housing	3,752 - 4,517		1,770 DUs	2,102 DUs
Ownership Units			1,239 DUs	1,471 DUs
Rental Units			531 DUs	631 DUs

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 dwelling units per acre for single-family and 15 dwelling units per acre for multi-family, through 2031 the City of Andover is estimated support the development of 448 acres to 454 acres of land under the conservative scenario and 534 acres to 541 acres under the optimistic scenario.

Forecast Land Area Absorption in Acres
Andover, Kansas; 2022 to 2031

Land Use	Conservative	Optimistic
	Scenario	Scenario
Retail	22 - 25	26 - 30
Office	3-4	4-5
Industrial	11 -13	14 -16
Single-Family Residential	384	456
Multi-Family Residential	28	34
Total Acres	448 - 454	534 - 541

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Andover, Kansas for retail, office, industrial, and housing were identified.

Given Andover's topography, floodplains, freeway and highway access, existing land use patterns, inventory of vacant land, and availability of infrastructure, over the next ten years urban expansion will favor the northern, eastern, and southern portions of the city. Limiting factors for the city's future urban growth include its small size (10.6 square miles), presence of just one Interstate 35 interchange, and presence of Sedgwick county at the western border. Annexation of properties outside of the current city boundaries into the adjacent subdivision areas would accommodate future urban development opportunities.

The intersection of U.S. Route 54/400 and Andover Road represents Andover's Main-and-Main location. It is here, as well as the balance of the U.S. Route 54/ 400 corridor, that the potential exists to support a more intense mix of land uses and development densities. Prospective land uses include, retail, professional office, and high-density residential in the form of townhomes, condominiums, and apartments. Mixed-use buildings with ground floor commercial and offices or residential in the upper floors would be appropriate.

Future planned development along the U.S. Route 54/ 400 corridor includes the Heritage mixed-use project with 1.5 million square feet of commercial and residential space and Heritage Square with 40,000 square feet of commercial space. The initial phase of Heritage is now underway and its mixed-use design and proximity to Andover Central Park, Andover Library, City Hall provides the opportunity to create placemaking and a city center that is walkable and vibrant.

The balance of the U.S. Route 54/ 400 corridor is ideal for a mix of retail, employment, single-family homes, and high-density residential. Commercial and high-density residential uses are best positioned along the U.S. Route 54/400 frontage, with lower intensity land uses such as townhomes, attached patio homes, and single-family housing located at the perimeter of the corridor. Sufficient land exists to accommodate large-scale mixed-use and business park development. Open space and recreation uses should also be incorporated into the corridor with the goal of creating a city center and an identity for Andover.

Retail businesses in Andover are located along Andover Road with the principal concentrations at the U.S. Route 54/400 and Central Avenue interchanges. Future retail development in Andover is best suited along the U.S.

Route 54/ 400 corridor with the potential to accommodate large-scale retail uses. The intersection of Andover Road and 21st Street is best suited for neighborhood scale retail development.

Creating employment opportunities should be a priority of the Andover Comprehensive Plan update. A current constraint for economic growth in Andover is the limited inventory of commercial and industrial space available for lease and immediate occupancy. Creating additional development sites for industrial and office uses will be key in fostering future economic growth.

Andover Road serves as city's office district occupied by professional service and healthcare. Through 2031, prospective locations for new professional office development in Andover are best suited within the U.S. Route 54/ 400 corridor between 159th Street and Prairie Creek Road. as well as Andover Road north of 13th Street. The land on both sides of U.S. Route 54/ 400 immediately east of Prairie Creek Road would offer a unique business park location featuring open space associated with the floodplain.

The Kansas Medical Center at 21st Street and Keystone Parkway supports healthcare uses. Continued expansion of the Kansas Medical Center hub is possible at the northwest and southeast corners of 21st Street and 159th Street.

The principal concentration of industrial development in Andover is at the intersection of 13th Street and Andover Road. Future industrial growth is best suited along the north and south sides of Interstate 35 interchange at Cross Road/21st Street. Sufficient land exists at this location to accommodate master planned industrial park development.

As an effective means to attract and support future professional office and industrial development, large-scale industrial parks and business parks are encouraged. Uniform infrastructure, signage, and building design guidelines are encouraged that would provide for a desirable business environment and elevated image suitable for attracting a wide range of logistics, light manufacturing, R&D, and office uses. Shovel ready sites would also allow the City to respond quickly to inquiries by businesses seeking to locate a facility.

Andover's existing housing stock consists predominantly of single-family housing. Providing the opportunity to support a wider mix of both owner-occupied and rental housing products suitable for accommodating a broader population should be a priority. A more diverse housing stock of varying densities would also improve Andover's economic development efforts. Examples of potential housing types include medium and low-density detached single-family homes, attached twin homes, duplexes, fourplexes, patio homes, townhomes, garden apartments, large-scale apartment communities, and residential as a component of mixed-use development.

Given the presence of existing infrastructure and a large inventory of vacant land, over the next ten years, the southern portion of Andover will continue to support single-family subdivisions concentrating on medium and low-density development.

Continued construction of the Yorktown Parkway from U.S. Route 54/ 400 north to 13th Street would create new development opportunities for residential subdivisions in the far eastern portion of Andover with neighborhood commercial nodes at key interchanges such as Central Avenue and 13th Street.

Infrastructure and vacant land exist at the northern portion of Andover capable of supporting traditional single-family subdivisions of varying densities.

Infill housing and the rehabilitation of existing housing within older, established neighborhoods in Andover should be a priority. Potential infill housing types include detached single-family homes, attached twin homes, townhomes, and small multi-family properties,

Large-scale apartment sites are best located along major transportation corridors and within mixed-use urban centers. Apartments as a component of mixed-use development is appropriate.

Given Andover's large population of residents 65 years and older the future need for additional senior housing will emerge, including independent living, assisted living, nursing home, and memory care facilities.

Continued development of park and recreational facilities is recommended to keep pace with the needs of a growing population. The 15.6-mile Redbud Trails runs from Wichita to Augusta with a trailhead point in Andover south of Interstate 35 at Patricia Lane. Spurs off the Redbud Trail leading to commercial centers and residential neighborhoods should be considered. Potential amenities along the trail in Andover include overnight camping sites and food and beverage outlets.

Uniform infrastructure, signage, and landscape design along Andover's major arterial streets (i.e.; Andover Road, 13th Street, and 21st Street) along with "gateway" features would assist in creating a sense of place and distinguish Andover from neighboring communities.

To enhance the character of future development in the adoption of building and signage design standards should be considered that reflect the image the City desires and is attempting to achieve.

PAGE INTENTIONALLY LEFT BLANK

